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## The influence of workload, role conflict and organizational climate on employee work stress at the department of transportation Sungai Penuh city

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### ABSTRACT

This study aims to see the effect of (1) Workload on employee work stress at the Department of Transportation of Sungai Penuh City. (2) Role conflict on employee work stress at the Department of Transportation of Sungai Penuh City. (3) Organizational climate on the work stress of employees at the Department of Transportation of Sungai Penuh City. (4) Workload, role conflict and organizational climate have a joint effect on employee work stress at the Sungai Penuh City Transportation Service. The population in this study whole There are 33 employees at the Sungai Penuh City Transportation Service. The results of this study indicate that (1) Workload provide a positive influence on the work stress of employees at the Department of Transportation of Sungai Penuh City. (2) Role conflict provide a positive influence on the work stress of employees at the Department of Transportation of Sungai Penuh City. (3) Organizational Climate give a negative influence on the work stress of employees at the Department of Transportation of Sungai Penuh City. (4) Workload, role conflict and organizational climate jointly have a significant effect on the work stress of employees at the Department of Transportation of Sungai Penuh City.



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## Introduction

Stress can happen to anyone and at any time. Stress can not only have a positive impact but can also have a negative impact. If the stress has a negative impact on people who are in direct contact with the community on a daily basis and work using weapons and work interactions with many people, then it can result in something bad happening, such as a lack of motivation, decreased employee performance. So far, there are many employee behaviors that deviate from the rules that can lead to antipathy and reduce the image of employees, among others (Hermanto, 2007). Throughout 2016 to 2019 there were many cases of undisciplined and low performance and poor attitudes in the employee's work environment due to stress. The same thing was confirmed by one of the working employees (Personal communication, 10 December 2020). He confirmed that there were deviant behaviors in employees, especially in terms of abuse of authority.

The Transportation Agency of Sungai Penuh City carries out some of the government's tasks of development in the field of transportation which are delegated (centralized) seconded to the region in

accordance with the Decree of the Kerinci Regent Number 51 of 2016 concerning the Position, Organizational Structure, Duties and Functions as well as the working procedures of the Kerinci Regency Transportation Service. The following are the results of preliminary interviews from work stress in table 1.

From the researcher's interview with several employees at the Department of Transportation of Sungai Penuh City, in general, from statements about work stress, employees feel that they are indeed a lot of stress at work. In question 1 there are 18 people who agree that employees do feel tense at work, on question 2 employees feel frustrated and on question 3, 18 employees feel working under pressure, and on question 4 there are 18 employees who feel disappointed with their work. .

Table 1 <Initial Survey Interview Results Regarding Work Stress>

Job Stress Question	Agree	Do not agree
At work I often feel tense or restless	17	3
A lot of work that makes me feeling frustrated or angry	16	4
I am used to working under pressure	18	2
Many aspects of the job make me disappointed	18	2

Source: Initial Survey Interview Results

Based on the problematic employee data obtained from the Sungai Penuh City Transportation Service, it is known that overall many employees have problems with their work. Some of these problematic employees are psychologically related, including depression, problems with the household, boredom, and financial problems. It is likely that the burden and demands of the task as well as the demands outside of the task exceed the capabilities of the employees, this condition will have an impact on the emergence of prolonged work stress. This prolonged stress can change employee behavior into behavior that is not accepted in the work environment or outside the task environment. The relationship between fellow employees becomes less harmonious, full of suspicion which can lead to anger and aggressive behavior.

Leontaridi and Ward (2002) stated that work stress can be caused by factors such as heavy work pressure, role conflict and unhealthy management organizational climate and poor relationships with other employees. Symptoms of stress in the workplace can be observed from the behavior of employees, including: low job satisfaction, high workload, lost morale, lack of creativity and innovation, poor decisions, and lots of unproductive work. This can lead to an unfavorable working environment for employees within the agency. In a higher phase, work stress can cause employees to rarely come to work or the employee's desire to leave the institution

Based on the problems that arise in the employees at the Department of Transportation of Sungai Penuh City, efforts must be made so that all of these can be handled properly, so that employees can work more conductively. The situation above is the background for the author to conduct further research. The title raised in this thesis is "The Influence of Workload, Role Conflict and Organizational Climate on Work Stress on Employees at the Transportation Service of Sungai Penuh City".

## Method

The population and sample in a study have a central role and determine the research objectives (A. Muri, 2015). The population is the whole of the object of study that provides an accurate picture of the research. According to Hamid (2014), population is the total number of objects or subjects that are used as data sources in a study that have the same nature or characteristics. Thus, the population in this study is allemployee at the Transportation Department of Sungai Penuh City as many as 33 people.

The research sample is a limited number and part of the selected and representative population of the population (A. Muri, 2015). Meanwhile, according to Sugiyono (2017) the sample is part of the number and characteristics possessed by the population and what is learned from the sample, the conclusions will be applicable to the population. However, because the sample used is the entire population, the sample in this study is the same as the population, namely the entire populationemployee at the Transportation Department of Sungai Penuh City totaling 33 (thirty three) people.

The technique in taking this sample uses a total sampling technique (whole sample), ttotall samplingis a sampling technique where the number of samples is the same as the population (Sugiyono, 2017). The reason

for taking total sampling is because according to Sugiyono (2017) the total population of less than 100 is used as a research sample.

Hypothesis testing in this study used multiple regression analysis. Multiple regression analysis aims to determine the causal relationship between the influencing variables and the affected variables. With multiple regression equation model

## Results and Discussions

### Normality test

This normality test is used by the author to test the normality of the regression model. The test is carried out using the method kolmogorov-smirnov test to each variable. The regression model is normally distributed if the value of the Kolmogorov-Smirnov sign of each variable is greater than  $= 0.05$ . The results of the normality test can be seen in table 2.

Table 2 <Normality Test Results>

		One-Sample Kolmogorov-Smirnov Test			
		Work Stress	Workload	Role Conflict	Organizational Climate
N		33	33	33	33
Normal Parameters	mean	45.0833	26.8929	35.7143	35.4762
	Std. Deviation	2.20191	1.41437	2.29495	2.03272
Most Extreme Differences	Absolute	.169	.197	.177	.125
	Positive	.100	.172	.106	.084
	negative	-.169	-.197	-.177	-.125
Kolmogorov-Smirnov Z		1.544	1.804	1.619	1.150
asympt. Sig. (2-tailed)		.117	.203	.351	.142
a. Test distribution is Normal.					

Source: SPSS output results, 2021.

From Table 2 above which is a normality test, it can be seen that in the regression model, the confounding or residual variables have a normal distribution. This can be seen from the results of the sig value of the work stress variable (Y) is  $0.117 > 0.05$  workload variable (X1) is  $0.203 > 0.05$ ; role conflict variable (X2) is  $0.351 > 0.05$ ; organizational climate variable (X3) is  $0.142 > 0.05$ . So it can be concluded that the variables of work stress, workload, role conflict and organizational climate of employees at the Department of Transportation of Sungai Penuh City are normally distributed.

### Multicollinearity Test

Multicollinearity test is useful to test whether the regression model found a correlation between independent variables. A good regression model should not have a correlation between the independent variables if the independent variables are correlated then these variables are not orthogonal. Orthogonal variables are independent variables whose correlation value between independent variables  $= 0$  (Ghozali, 2011). Multicollinearity can be seen from tolerance and Variance Inflation Factor (VIF). The way to find out whether there is a deviation from the multicollinearity test is to look at the Tolerance and VIF values of each independent variable, if the Tolerance value  $> 0.10$  and the VIF value  $< 10$  then the data is free from multicollinearity symptoms can be seen in Table 3.

Table 3 &lt;Multicollinearity Test Results&gt;

Coefficients <sup>a</sup>		Collinearity Statistics	
Model		Tolerance	VIF
1	Workload	1,000	1,000
	Role Conflict	.999	1,001
	Organizational Climate	.999	1,001

a. Dependent Variable: Y

Source: SPSS output results, 2021

Based on the multicollinearity test in the table above, it can be seen that there is no relationship between the independent variables.

### Heteroscedasticity Test

The heteroscedasticity test aims to test whether in a regression model there is an inequality of variance from the residuals from one observation to another observation. If the variance from the residual of an observation to another observation remains, then it is called homoscedasticity and if it is different it is called heteroscedasticity. Detecting the presence of heteroscedasticity in this study used the Plott Graph (Scatter Plot) test. This test, if there is no clear pattern, such as points spread above and below the number 0 (zero) on the Y axis, then there is no heteroscedasticity. The test results can be seen in Figure 1.

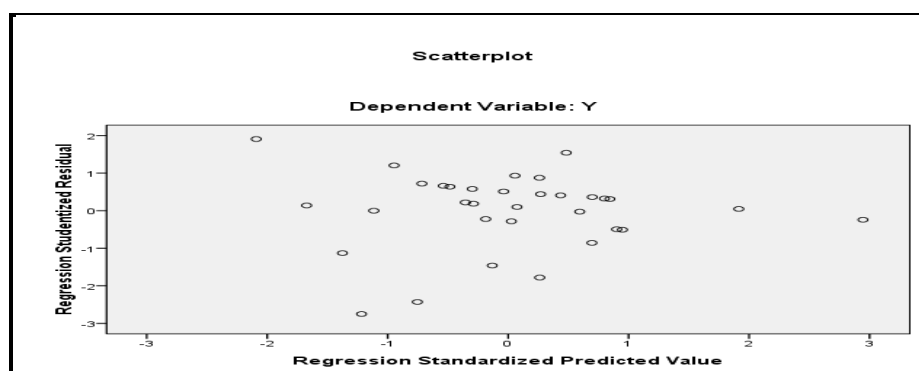


Figure 1 &lt;Heteroscedasticity Test Results&gt;

In Figure 1 it can be seen that there is no clear pattern and the points spread above and below the number 0 on the Y axis. This shows that the data in this study does not occur Heteroscedasticity

### Multiple Linear Regression Analysis

In testing the hypothesis of this study, multiple linear regression was used, which aims to determine how much influence several independent variables have on the dependent variable. Multiple regression analysis was performed by comparing tcount with table and sig value with  $\alpha = 0.05$ . In detail the results of multiple regression testing can be seen in Table 4.

Table 4 &lt;Multiple Regression Equation

Coefficients <sup>a</sup>		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
Model		B	Std. Error	Beta		
1	(Constant)	37,519	7,456		5.032	.000
	Workload	.243	.008	.302	3.022	.002
	Role Conflict	.755	.017	.262	4.465	.000
	Organizational Climate	-.460	.016	-.155	-2,903	.003

a. Dependent Variable: Y

Source: SPSS Output Results (year 2021)

Based on Table 4, the estimation model can be analyzed as follows:  $Y = 37,519 + 0.243 (X1) + 0.755 (X2) - 0.460 (X3)$ . Based on the above equation it can be explained that:

1. From the above equation it can be seen that there is a constant value of 37,519 which means that if the workload, role conflict, organizational climate is zero, then the value of the work stress variable is at 37,519. This means that the variables of workload, role conflict, organizational climate contribute to the increase in work stress of employees at the Department of Transportation of Sungai Penuh City.
2. Workload regression coefficient value is positive 0.243. This means that if the workload increases by one unit, it will result in an increase in work stress of 0.243 unit.
3. The value of the role conflict regression coefficient is positive, namely 0.755. This means that if the role conflict increases by one unit, it will result in an increase in employee work stress by 0.402 unit.
4. The organizational climate regression coefficient value is negative, namely 0.460. This means that if the organizational climate decreases by one unit, it will result in an increase in employee work stress by 0.460 unit.

### Regression Coefficient Test (t Test)

#### *Hypothesis Testing 1*

The first hypothesis put forward, that workload partially has a positive effect on employee work stress. Based on the results of the analysis of the t test, it is known that the significance level of the workload variable is  $0,002 < \text{of the significance value } (0.05)$ . Thus  $H_0$  is rejected and  $H_a$  is accepted. So that the alternative hypothesis proposed in this study is accepted, meaning that there is a significant influence between workload and work stress for employees at the Sungai Penuh City Transportation Service.

#### *Hypothesis Testing 2*

The second hypothesis proposed is that Role conflict partially has a negative effect on employee work stress. Based on the results of the analysis of the t test, it is known that the significance level of the role conflict variable is  $0,000 < \text{of the significance value } (0.05)$ . Thus  $H_0$  is rejected and  $H_a$  is accepted. So that the alternative hypothesis proposed in this study is accepted, meaning that there is a significant positive effect between role conflict and work stress for employees at the Department of Transportation of Sungai Penuh City.

#### *Hypothesis Testing 3*

The third hypothesis proposed is that organizational climate partially has a negative effect on work stress. Based on the results of the analysis of the t test, it is known that the significance level of the organizational climate variable is  $0,003 < \text{of the significance value } (0.05)$ . Thus  $H_0$  is rejected and  $H_a$  is accepted. So that the alternative hypothesis proposed in this study is accepted, meaning that there is a significant negative effect between organizational climate on employee work stress at the Department of Transportation of Sungai Penuh City.

#### *Hypothesis Testing 4*

The fourth hypothesis proposed, that workload, organizational climate, and organizational climate jointly have a positive effect on employee work stress. Based on the results of the analysis of the F test, it is known that the significance level of workload, role conflict, and organizational climate variables is  $0.000 < 0.05$ . Thus  $H_0$  is rejected and  $H_a$  is accepted. So that the alternative hypothesis proposed in this study is accepted, meaning that there is a jointly significant influence between workload, role conflict, and organizational climate on the work stress of employees at the Department of Transportation of Sungai Penuh City. As can be seen in table 5.

Table 5 <F Test Results>

ANOVA <sup>b</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	11,509	3	3.836	3,785	.000a
	Residual	390.907	29	4.886		
	Total	402.417	32			
a. Predictors: (Constant), X3, X1, X2						
b. Dependent Variable: Y						

a. Predictors: (Constant), X3, X1, X2

b. Dependent Variable: Y

Source: SPSS Output Results (year 2021)

**Coefficient of Determination (R Square)**

The Coefficient of Determination aims to see or measure how far the model's ability to explain the variation of the independent variable, where the value of R square used for research with 2 variables and the value of Adjusted R Square is used for research with more than 3 variables. The value of the coefficient of determination in this study was taken from the value of Adjusted R Square which can be seen in table 6.

Table 6 &lt;Test results R Square&gt;

Model	Model Summary <sup>b</sup>				Std. Error of the Estimate
	R	R Square	Adjusted R Square		
1	.717	.515		.469	20,238
a. Predictors: (Constant), X3, X1, X2					
b. Dependent Variable: Y					

Source: SPSS Data Processing Results (Year 2021)

Based on the results of the analysis R square is 0,515 this means that 51.5% of employees' work stress is influenced by the independent variables of workload, role conflict, organizational climate. While the remaining 49.5% is influenced by other variables outside the model.

**Influence Workload on Employee Work Stress at the Department of Transportation of Sungai Penuh City.**

The results of this study indicate that the workload has a significant effect on the work stress of employees at the Department of Transportation of Sungai Penuh City. This indicates that the workload determines the work stress of the employees at the Sungai Penuh City Transportation Service. This means that the higher the workload of employees, it will increase employee work stress.

From the results of this study, it can be seen that the workload variable has a coefficient of 0.243 which means the workload has a big influence. This indicates that the workload can play a role in increasing employee work stress. If the Department of Transportation of Sungai Penuh City wants to reduce employee work stress, it must reduce the workload of employees.

This is in line with the opinion According to Robbins (2015) states that the positive and negative of workload is a matter of perception. Perception of workload is closely related to role and work factors. Workload is closely related to a job where individuals provide an assessment of a number of demands for tasks or activities that require mental and physical activity that must be completed within a certain time which can be seen from several workload indicators.

The results of this study are in line with research Renni (2017) which shows that workload has a positive and significant effect on employee work stress. Tri Budi (2015) the results of his research also show the workload significant effect on employee work stress.

**Influence Role Conflict on Employee Work Stress at the Department of Transportation of Sungai Penuh City**

The results of this study indicate that role conflict has a significant positive effect on employee work stress at the Department of Transportation of Sungai Penuh City. This indicates that the role conflict of employees determines the work stress of employees at the Department of Transportation of Sungai Penuh City. This means that the higher the agency's role conflict, the higher the work stress of employees.

From the results of this study, it can be seen that the work role conflict variable has a coefficient of 0.755 which means that work role conflict has the greatest influence from other variables. This indicates that high role conflict can play a role in increasing employee work stress. If the Department of Transportation of Sungai Penuh City wants to reduce employee work stress, it must reduce the role conflict of employees in the agency.

This is in line with the opinion Robbins (2015), defines conflict as a process that begins when one party has the perception that another party has negatively affected, or will negatively affect, something that is of concern and interest to the first party. According to Mangkunegara (2016) conflict is a conflict that occurs between what a person expects of himself, other people, the organization and the reality of what he expects. Viewed as behavior, conflict is an interactive form that occurs at the individual, interpersonal, group or organizational level. This conflict is especially at the individual level which is very closely related to stress (Nitisemito, 2005).

The results of this study are in line with research Renni (2014) which shows that Role conflict affects employee work stress. Mega (2017) the results of his research also show that role conflict has a significant effect on employee work stress.

### **Influence Organizational Climate on Employee Work Stress at the Department of Transportation of Sungai Penuh City**

The results of this study indicate that the organizational climate has a significant influence on the work stress of employees at the Department of Transportation of Sungai Penuh City. This indicates that the organizational climate determines the work stress of employees at the Department of Transportation of Sungai Penuh City. This means that the higher the organizational climate of an agency's employees, the higher the work stress of employees.

From the results of this study, it can be seen that the work organization climate variable has a coefficient of -0.469 which means that organizational climate has the least influence. This indicates that organizational climate can play a role in increasing employee work stress. If the Department of Transportation of Sungai Penuh City wants to reduce employee work stress, it must improve a good work organizational climate for employees at the agency. The results of this study are in line with the research of Febri (2016) which shows that there is a significant positive effect between organizational climate on employee work stress.

### **Effect of Workload, Role Conflict, Organizational Climate on Employee Work Stress at the Department of Transportation of Sungai Penuh City.**

The results of this study indicate that workload, role conflict, organizational climate together have a significant influence on employee work stress at the Department of Transportation of Sungai Penuh City. This indicates that the workload, role conflict, organizational climate determine the work stress of employees at the Sungai Penuh City Transportation Service. This means that the workload, high role conflict, and a bad organizational climate will increase employee work stress.

This is in line with research Renni (2014), Mega (2017), Febri (2016), which shows that The results show the support for a significant influence between workload, role conflict and organizational climate on employee work stress.

## **Conclusions**

Based on the results of testing and discussing the hypotheses described in the previous chapter, some conclusions can be drawn as follows: 1) The workload has a positive effect on the work stress of employees at the Department of Transportation of Sungai Penuh City. This means that employee work stress will increase if the workload in the agency is high and makes employees uncomfortable at work and can increase work stress. 2) Role conflict has a positive influence on employee work stress at the Sungai Penuh City Transportation Service. This means that employee work stress will increase if high role conflict can reduce employee morale in carrying out work. The higher the role conflict of an employee in an agency will increase his work stress in doing his job in the agency. 3) Organizational climate has a negative influence on the work stress of employees at the Department of Transportation of Sungai Penuh City. This means that employee work stress will increase if the agency's organizational climate is very bad for employees, thus making employees less enthusiastic about doing a good job. And a good organizational climate will encourage low work stress.

Workload, role conflict, collectively have a positive effect and organizational climate has a positive effect on employee work stress at the Sungai Penuh City Transportation Service. with numbers of  $0.000 < 0.05$  from the F ANOVA test is obtained Employee work stress is influenced by the independent variables of workload, role conflict and organizational climate.

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