The Effect of Work Stress and Workload on Employee Performance at Cv. Karya Tani Kamanre

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Job stress, Workload, Employee performance.

Abstract

This study aims to determine the Effect of Job Stress and Workload on Employee Performance at CV. Karya Tani Kamanre. The research method used in this study is a quantitative approach. The sampling technique applied is a saturated sampling technique, namely the entire population is used as a sample, consisting of 30 respondents. The data analysis technique used is multiple linear regression. The results of this study reveal that 1. Job stress has a positive and significant effect on employee performance. 2. Workload does not have a positive and significant effect on employee performance. 3. Simultaneous testing shows that job stress and workload simultaneously have an effect on employee performance.

INTRODUCTION

Resources are the most important aspect in achieving company goals. Achieving company goals depends on people who are able to manage work and meet employee needs, as well as the company's needs and opportunities. Therefore, companies must manage their employees well so that they feel comfortable working there and their performance improves. However, if employees are unhappy, work will be disrupted and morale will decrease. Job stress can negatively impact employee performance. Another factor that hinders performance is the pressure employees face from the company's customers. Many factors in a company's development can influence performance levels, including conflict, competition, job responsibilities, the workplace, management style, and company structure. A company's structure to achieve its goals is based on its mission and vision. To achieve these goals, the company must be managed effectively. This can maximize the skills of its employees effectively. Not all employees in a company are loyal and devoted to the company. When employees think about the company, they will strive to achieve its goals (Akbar et al., 2024).

Work stress according to Mangkunegara (2013:95) inArfani, Luturlean (2018), can be defined as the pressure or emotions employees experience when dealing with their work. Work stress is often caused by poor communication between coworkers within a company. This can prevent misunderstandings that lead to unnecessary disputes. Therefore, companies need to know how to empower their employees. In fact, good teamwork supports employee performance. Work stress in employees impacts the organization, resulting in reduced productivity, low absenteeism, and high turnover, which in turn leads to high turnover within the company.

Another aspect besides stress that impacts employee performance is that overwork can increase employee performance, while overwork can decrease it. This is caused by employees' helplessness in completing their work, due to a mismatch between their abilities and strengths and the demands of the job. According to Danang Sanyoto (2012:64),Arfani, Luturlean (2018)Overwork can cause problems for people. This can be due to high skill levels required,

faster work rates, shorter work hours, excessive workloads, and so on. If employees are unable to perform optimally, this may be due to excessive work demands. This must be done in the short term due to time constraints and can also be due to a lack of employees in a company. Therefore, companies need to be able to predict the total number of employees based on the results or work output that each individual can produce so that the public can see how many employees the company truly needs to reach that level. This can be done by measuring performance so that employees can work to the best of their ability.

CV. Karya Tani Kamanre is a fertilizer distributor that receives subsidies through PT. Pupuk Indonesia (Persero). Initially, the company was known as PT. Pupuk Sriwidjaja (Persero) until it officially changed its name to PT. Pupuk Indonesia (Persero) in 2012. Currently, PT. Pupuk Indonesia (Persero) oversees ten subsidiaries operating in the fertilizer production, engineering construction (EPC), distribution, utility services, food, and commerce sectors. PT. Pupuk Indonesia (Persero) is one of the largest fertilizer producers in Asia. This business group includes several entities operating in the pesticide and fertilizer sectors, chemicals, industrial support, and trade and logistics services. The total production capacity currently reaches 22 million tons annually, which includes 14 million tons of fertilizer and 8.6 million tons of ammonia and other products. Pupuk Indonesia (Persero): plays an active role in focusing on five strategic columns that focus on innovation and research, excellence in implementation and supply chain, optimization and material safety, and corporate economic sustainability and a circular economy.

CV. Karya Tani Kamanre was founded on March 12, 2004, in Luwu Regency, specifically in Cilallang Village.Luwu Regency is a commercial center in the eastern part of South Sulawesi Province and is also capable of distributing fertilizer to Southeast Sulawesi, North Sulawesi, Central Sulawesi, and Gorontalo Provinces. Furthermore, CV. Karya Tani Kamanre focuses on providing services and products in the agricultural sector and the challenges of maintaining customer satisfaction amidst today's growing competition. Through CV, farmers can also increase transactions and profits for their customers' businesses. Karya Tani Kamanre currently has 61 retailers in various locations.

Based on the above description, where service providers are closely related to customer satisfaction, the author was motivated to conduct a study entitled "The Effect of Job Stress and Workload on Employee Performance at CV. Karya Tani Kamanre."

In this study, there are three targets that need to be achieved in order to find out: (1) Does Work Stress Influence Employee Performance at CV. Karya Tani Kamanre, (2) Does Workload Influence Employee Performance at CV. Karya Tani Kamanre, (3) Do Work Stress and Workload Simultaneously Influence Employee Performance at CV. Karya Tani Kamanre. By examining these three aspects, it can provide useful insights into the aspects that influence Employee Performance.

RESEARCH METHODS

This study employed a quantitative approach. The sampling technique employed was a saturated sampling method, where the entire population, consisting of 30 respondents, was sampled. Data collection was carried out through the distribution of questionnaires that had undergone reliability and validity testing. To analyze the data, a Multiple Linear Regression method was used with the addition of SPSS (Statistical Package for the Social Sciences) software.

The purpose of this analysis is to examine how the independent variables, stress and workload, influence employee performance. Furthermore, the study also conducted validity and reliability tests, F-tests (Simultaneous), T-tests (Partial), and finally, the coefficient of determination (R^2) test.

Operational Definition of Variables

Table 1 Operational Definition of Variables

Variables	Item	Indicator	Source
Work Stress	Job demands	SK1	
	Role demands	SK2	
	Interpersonal demands	SK3	Yusman Dedy
	Organizational structure	SK4	Rizaldi. 2021.
	Organizational leadership	SK5	
Workload	Targets to be achieved	BK1	
	Working conditions	BK2	
	Working time	BK3	Yusman Dedy
	Job standards	BK4	Rizaldi. 2021.
	Job standards	BK5	
Employee performance	Quantity	KK1	
	Quality	KK2	
	Punctuality	KK3	Yusman Dedy
	Work attitude	KK4	Rizaldi. 2021.
	Independence	KK5	

Source: Data processed by SPSS Ver.20 (2025)

RESULTS AND DISCUSSION
1. Validation Test

The purpose of a validity test is to evaluate whether the data in a questionnaire can be considered valid or invalid. A questionnaire is considered valid if its validity score for each response obtained through the questions exceeds 0.361. If this criterion is met, the questions are considered valid.

Table 2 Validity Test Results

Variables	Question Item	R count	R table	Description
Work Stress	X1.1	0.845	0.361	Valid
	X1.2	0.816	0.361	Valid
	X1.3	0.843	0.361	Valid
	X1.4	0.816	0.361	Valid
	X1.5	0.839	0.361	Valid
Workload	X2.1	0.803	0.361	Valid
	X2.2	0.801	0.361	Valid
	X2.3	0.842	0.361	Valid
	X2.4	0.891	0.361	Valid
	X2.5	0.847	0.361	Valid

Employee performance	Y1	0.853	0.361 Valid
	Y2	0.655	0.361 Valid
	Y3	0.656	0.361 Valid
	Y4	0.790	0.361 Valid
	Y5	0.747	0.361 Valid

Source: Data processed by SPSS Ver.20 (2025)

In the table, the findings of the validity test show that each question for all indicators used when measuring various variables. In this study, the correlation coefficient is higher than the r table =0.361, so it can be concluded that the indicator used is valid.

2. Reliability Test

A questionnaire is considered reliable if individual responses to questions are stable and consistent over time. The reliability of a variable is determined by the Cronbach's Alpha value. If the alpha value is > 0.60, the variable is considered reliable.

Table 3 Reliability Test Results

No	Variables	Cronbach's Alpha	Reliability Limits	Criteria
1.	Work Stress	0.888	0.60	Reliable
2.	Workload	0.893	0.60	Reliable
3.	Employee performance	0.791	0.60	Reliable

Source: Data processed by SPSS Ver.20 (2025)

Based on the table, it can be concluded that the questionnaire serves as a tool for measuring variables such as work stress, workload, and employee performance. A Cronbach's Alpha score >0.60 indicates that the data is reliable. A Cronbach's Alpha score >0.60 indicates that the data is reliable.

3. Multiple Linear Regression Test

Table 4 Multiple Linear Regression Test Results
Coefficientsaa

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std, Error	Beta		

1 (Constant)	3,703	1,831			2,022	,053
Job Stress (X1)	,503	,180		,553	2,803	,009
Workload (X2)	,332	,185		,355	1,798	,083

Source: Data processed by SPSS Ver.20 (2025)

a. Dependent Variable: Employee Performance

As observed in the table, the regression equation that is formed is:

Y = 3.703 + 0.503 X1 + 0.332 X2

This model, it can be stated that:
B1 = 0.503 means that every time there is an increase in the work stress variable by one unit, employee performance can increase by 0.503, assuming the Workload variable remains constant.

B2 = 0.332 means that every time there is an increase in the workload variable by one unit, employee performance will increase by 0.332, assuming the Work Stress variable remains constant.

4. T-Test (Partial Test)

The t-test is used to analyze the impact of each independent variable (stress and workload) on the dependent variable (employee performance). To determine whether or not there is a significant impact, a significance level of 5% or 0.05 is used. This test is conducted partially to see the impact of each independent variable on the dependent variable. The calculated t-value is then compared with the t-table, and if the calculated t-value at a significance level of 0.05 is greater than the t-table, then the hypothesis is considered accepted. The t-table calculation is carried out using the formula: t-table = n – k – 1, namely 30 – 2 – 1 = 27, where k is the total number of independent variables. Based on this calculation, the t-table value obtained is 1.703.

Table 5 T-Test Results

Coefficients[a]

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std, Error	Beta		
1 (Constant)	3,703	1,831		2,022	,053
Job Stress (X1)	,503	,180	,553	2,803	,009
Workload (X2)	,332	,185	,355	1,798	,083

Source: Data processed by SPSS Ver.20 (2025)

1. Through the t-test table, it shows that the work stress variable (X1) has a t-count of 2.803 > T-table (1.703) significantly 0.009 < 0.05, meaning that work stress (X1) is influenced by employee performance.
2. Through the t-test table above, it shows that the workload variable (X2) has a calculated t of 1.798 > t table (1.703) with a significance of 0.083 > 0.05, meaning that workload (X2) has no effect.

5. F Test (Simultaneous)

The F-test is used to determine whether the workload and work stress variables simultaneously influence employee performance. The F-table value is obtained using the n-k-1 formula, which is 30-2-1 = 27, where k is the total number of independent variables. Based on these calculations, the F-table value is 3.35. If the calculated F-value exceeds the F-table value at the 0.005 significance level, the hypothesis that the independent variables simultaneously impact the dependent variable is accepted.

Table 6 F Test Results (Simultaneous)

ANOVA[a]

Model	Sum Of Squares	Df	Mean Square	F	Sig.
1 Regression	66,760	2	33,380	48,178	,000[b]
Residual	18,707	27	,693		
Total	85,467	29			

Source: Data processed by SPSS Ver.20 (2025)

a.Dependent Variable: Employee performance

b. Predictors: (Constant), Workload, Work Stress

Referring to the data in the previous table, it was found that the calculated F value of 48.178 was greater than the F table value of 3.35, with a significance level of 0.000 which is <0.05. Therefore, the third hypothesis (H3) was accepted, which indicates that there is a simultaneous impact between the variables of work stress and workload on employee performance.

6. Determination Test (R2)

The coefficient of determination (R^2) is expressed as a percentage. The closer the R^2 value is to 1, the greater the regression model's ability to describe variations in employee performance.

Table 7 Determination Test Results (R2)

Model Summary

Model	R	R Square	Adjusted R Square	Standard Error of the Estimate
1	,884ª	,781	,765	,83237

Source: Data processed by SPSS Ver.20 (2025)

a. Predictors: (Constant), Workload, Job Stress

Referring to Table 7, it appears that the R square value reaches 0.781, which indicates that the variables of Work Stress and Workload contribute 78.1% to Employee Performance at CV. Karya Tani Kamanre. Meanwhile, the remaining 21.9% (the result of 100% minus 78.1%) is influenced by other aspects not included in the scope of this study. In addition, the multiple regression coefficient (R) value of 0.884 shows that there is a strong relationship between independent variables simultaneously to employee performance, which shows a correlation level of 88.4%.

DISCUSSION
1. The Influence of Work Stress on Employee Performance

Work stress has been shown to have a significant and positive influence on employee performance at CV. Karya Tani Kamanre. This is demonstrated through the findings of the t-test analysis, where the calculated t-value of 2.803 exceeds the t-table value of 1.703, with a significance level of 0.009 which is below the 0.05 limit. These findings indicate that the work stress variable significantly and positively impacts the increase in employee performance at CV. Karya Tani Kamanre.

The findings of this study also align with a previous study by Giovanni et al. (2015) and support the research conducted by Lestari Wahyu Muji and colleagues in 2020. These results show that work pressure has a significant and positive impact on employee performance. Work pressure can encourage employees to optimize their abilities to meet performance demands. To reduce work stress levels, companies can provide relaxation and entertainment facilities, such as family gatherings and various other facilities designed to help reduce stress in the workplace.

2. The Effect of Workload on Employee Performance

The t-test results indicate that workload has no positive effect on employee performance at CV. Karya Tani Kamanre. This can be seen from the calculated t-value of 1.798, which is greater than the t-table of 1.703. With a significance value of 0.083 greater than 0.05, so the H$_2$ hypothesis cannot be statistically accepted at the 5% confidence level. This could be due to the small sample size (30 people), differences in abilities between employees, or uneven workload distribution. However, from the practical or empirical regression results, it can be seen that an increase in one unit of workload tends to increase employee performance by 0.332 units, assuming the work stress variable remains constant. Therefore, management still needs to pay attention to the distribution of workload fairly and proportionally so as not to hinder employee performance.

This finding does not completely contradict previous research, as stated by Munandar (2014) and Yusman Dedy Rizaldi (2021), that workload can improve performance if adjusted to employee capacity and abilities.

3. The Simultaneous Effect of Work Stress and Workload on Employee Performance

The findings from the simultaneous test indicate that workload and stress, when viewed simultaneously, have an impact on employee performance at CV. Karya Tani Kamanre. The calculated F value recorded at 48.178 is greater than the F table of 3.35, with a significance level of 0.000 <0.05. This means that employees will experience work stress if they have a workload that needs to be completed. However, if the workload is appropriate to the employee's abilities, this allows them to complete tasks more quickly and improve employee performance.

The findings in this study are consistent with the study conducted by Astianto (2014) and the research results of Yusman Dedy Rizaldi (2021), which concluded that workload and stress, when viewed simultaneously, have an impact on performance.

CONCLUSION
From the findings above, it can be concluded that:

Job stress positively and significantly impacts employee performance at CV. Karya Tani Kamanre. This means that well-managed job stress can drive improved employee performance. Meanwhile, workload does not significantly impact employee performance at the 5% level. This indicates the need for more balanced and measurable workload management.Simultaneously, job stress and workload significantly impact employee performance. This indicates that both factors need to be addressed simultaneously to maintain optimal employee performance.

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