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Analysis of the Influence of Workload on Employee Performance Through Work Stress at Police Unit Office Binjai City Civil Service

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Abstract

The aim of this research is to determine and analyze the influence of workload on employee performance both directly and through work stress at the Binjai City Civil Service Police Unit Office. The type of research is associative quantitative. The population in this study was 90 employees with ASN and honorary status at the Binjai City Civil Service Police Unit Office. The sampling technique in this research uses a saturated sample where the entire population is sampled. The data collection technique that was carried out was by distributing questionnaires. Data analysis in this study used the PLS Structural Equation Model with the Smart PLS 3.0 Application Program. The results of this research show that: 1) Workload has a negative and significant effect on employee performance. 2) Workload has a positive and significant effect on work stress. 3) Work stress has a negative and significant effect on employee performance. 4) Workload has a negative and significant effect on employee performance through work stress at the Civil Service Police Unit Office, Binjai City.

Keywords *Workload, Stress, Employee Performance.*

INTRODUCTION

Organization and development are very important things in determining the success of a development. Organizations have various instruments to achieve their goals. These instruments include natural resources (raw materials), human resources (labor), technology and capital. However, the most important instrument is actually human resources, where humans are one of the resources in development that must receive serious attention. This is because humans are the most important driving factor of the organization and the most important factor besides natural resources, in this case related to the implementation of the development of a nation. This is reinforced by Synder in (Swasto, 2003) which states that, Humans are the most valuable resource. From Synder's statement, it can be concluded that humans are the most important resource in an organization, because if an organization has good natural resources and equipment without being supported by good human quality, then it is very possible that the productivity of an organization will be low.

To achieve organizational goals, one influencing and very important factor is needed, namely work quality, because it can maintain the survival of an organization. According to (Flippo, 2005) Work quality is a result that can be measured by the effectiveness and efficiency of work carried out by human resources or other resources in achieving the company's goals or objectives well and efficiently. Temporary (Matutina, 2006) explained that the quality of work refers to the quality of human resources such as knowledge, skills and abilities.

The phenomenon that occurs at the Civil Service Police Unit Office in Binjai City is the low quality of employee work which is not in accordance with the vision and mission of the city of Binjai due to the large amount of pressure and workload faced by both work

pressure from superiors/leaders and from the work environment, especially the Civil Service Police must deal directly with the community in carrying out their duties which range from the occurrence of conflicts both physical and mental which result in work stress and impact on work quality.

According to (Murti, 2013) Workload is a group or number of activities that must be completed by an organizational unit or position holder within a certain period of time. According to (Sitepu, 2013) explained that in his research that workload is the amount of work that must be carried by a position/organizational unit and is the product of work volume and time norms.

In this research, to measure workload, we refer to opinions (Murti, 2013) which states that the workload indicators are as follows:

1) Continuous improvement in work
2) Improving the quality of work
3) Attitude towards employees
4) understanding of the basic substance of work
5) Work ethic
6) Behavior while working
7) Complete challenging tasks
8) Physical conditions of the workplace, and attitudes towards time.

Apart from workload factors, work stress also greatly influences the quality of a person's performance. According to (Afandi, 2018) Job Stress is a condition that arises as a result of interactions between individuals and their work, where there is a mismatch of characteristics and unclear changes that occur within the company. According to King in (Buulolo et al., 2023) Work stress is a condition of tension that creates a physical and psychological imbalance, which affects the emotions, thought processes and condition of an employee.

According to(Hamali, 2018)Job stress is the internal and external conditions that create stressful situations, and the symptoms are experienced by everyone who is stressed.

To measure work stress, this study refers to the formulated indicators (Afandi, 2018) that is:

1) Task demands are factors that are related to a person's work, such as working conditions, work arrangements, physical location.
2) Role demands relate to the pressure placed on a person as a function of the particular role played in an organization.
3) Interpersonal demands are pressure created by other employees.
4) Organizational structure, the image of the agency is characterized by an unclear organizational structure, lack of clarity regarding positions, roles, authority and responsibilities.
5) Organizational leadership provides a management style for the organization, several parties in it can create an organizational climate that involves tension, fear and anxiety.

According to (Mankunegara, 2017) Employee performance is the achievement of employee work results based on quality and quantity as work performance within a certain

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time period which is adjusted to their duties and responsibilities. Meanwhile according to (Afandi, 2018) Employee performance is the result of work that can be achieved by a person or group of people in a company in accordance with their respective authorities and responsibilities in an effort to achieve organizational goals illegally, not violating the law and not contradicting morals and ethics.

To measure performance in this research, it refers to the indicators stated by (Afandi, 2018) namely as follows:

1) Quantity of work output.
2) Quality of work.
3) Efficiency in carrying out tasks.
4) Work discipline.
5) Initiative.
6) Accuracy.
7) Leadership.
8) Honesty.
9) Creativity.

The purpose of this research is to analyze and determine the role of work stress in mediating the influence of workload on employee performance at the Binjai City Civil Service Police Unit Office. Work load is the main factor in influencing employee performance. The concept of this research is as depicted in the following conceptual framework image.

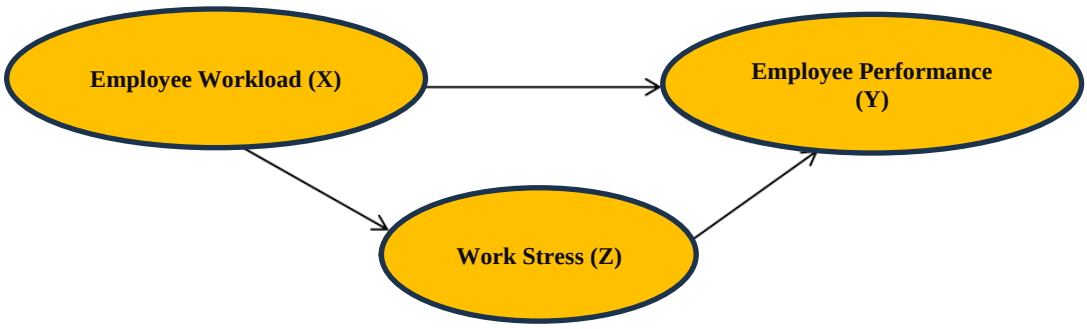

Figure 1. Conceptual Framework

Research Hypothesis:

1) Workload has a negative and significant effect on employee performance at the Binjai City Civil Service Police Unit Office.
2) Workload has a positive and significant effect on work stress at the Binjai City Civil Service Police Unit Office.
3) Work stress has a negative and significant effect on employee performance at the Binjai City Civil Service Police Unit Office.
4) Workload has a negative and significant effect on employee performance through work stress at the Binjai City Civil Service Police Unit Office.

METHOD

This type of research is casual associative quantitative research. This research was carried out at the Binjai City Civil Service Police Unit Office. The time of this research was carried out from May 2023 to July 2023. The population in this study were 90 employees at the Civil Service Police Unit Office, Binjai City, with the details as follows:

Table 1 Total Population

Status	Amount
ASN	30
Honorary	60
Total	**90**

The data to be used from this research is data from questionnaires distributed to respondents consisting of all employees in all divisions. The data analysis technique used in this research is a quantitative data analysis method using Structural Equation Modeling (SEM) based on Partial Least Square (PLS) using SmartPLS 3.0 software.

While the feasibility test that will be used in this study is the outer model test in order to obtain an outer loading value that meets the validity and reliability requirements. Structural model testing (Inner model) which includes the coefficient of determination (R2) test to measure how far the model is able to explain variations in the dependent variable. The value of the coefficient of determination / is in the range of zero (0) and one (1)R^2(Kuncooro, Munajad, 2013).

Goodness fit test to determine the extent to which the observed data conforms to the theoretical distribution assumed by the model or hypothesis(Ghozali & Latan, 2015)and hypothesis testing (T-Statistic Test) which consists of a path coefficients test to test how the direct effect of each independent variable on the dependent variable as well as the indirect effect of intervening variables in influencing the independent variable on the dependent variable.

This test is used to determine the direction of the relationship between variables (positive/negative). If the value is 0 to 1, then the direction of the relationship between variables is positive. Meanwhile, if the value is 0 to -1, then the direction of the relationship between variables is declared negative. The hypothesis is said to be accepted if the t statistic value is greater than the t table. According to(Ghozali & Latan, 2015)t table value criteria is 1.96 with a significance level of 5%

RESULTS AND DISCUSSION

Outer Model Analysis

Testing the outer model in this study uses algorithm analysis on *SmartPLS software version 3.0,*in order to obtain an outer loading value that meets the validity and reliability requirements.

1) Convergent Validity Test Results

Convergent validity of the measurement model with reflexive indicators can be seen from the correlation between the score of the item/indicator and the score of the construct. An indicator that

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has an individual correlation value greater than 0.7 is considered valid
but in the research development stage the indicator values are 0.5 and 0.6 still acceptable. Based on the results for outer loading, it shows that the indicator has a loading below 0.60 and is not significant. Below are presented the results of the outer loading values in the following table.

Table 3. Outer Loading

Indicator	*Outer Loading*	Information
Workload (X)		
BK1	0.800	Valid
BK2	0.785	Valid
BK3	0.805	Valid
BK4	0.762	Valid
BK5	0.750	Valid
BK6	0.727	Valid
BK7	0.828	Valid
BK8	0.819	Valid
Work Stress (Z)		
SK1	0.767	Valid
SK2	0.767	Valid
SK3	0.785	Valid
SK4	0.763	Valid
SK5	0.777	Valid
Employee Performance (Y)		
KP1	0.880	Valid
KP2	0.855	Valid
KP3	0.949	Valid
KP4	0.816	Valid
KP5	0.858	Valid
KP6	0.824	Valid
KP7	0.835	Valid
KP8	0.945	Valid
KP9	0.703	Valid

Source: Smart PLS output, 2023

Based on Table 3, it can be seen that all indicators have a loading factor value of > 0.60. According to (Ghozali, Imam & Latan, 2015) states that an indicator is declared valid if it has a loading factor value > 0.60. Thus, it can be stated that all indicators in this research are declared valid and further research can be carried out. The following is shown in the form of a structural model as in the following figure:

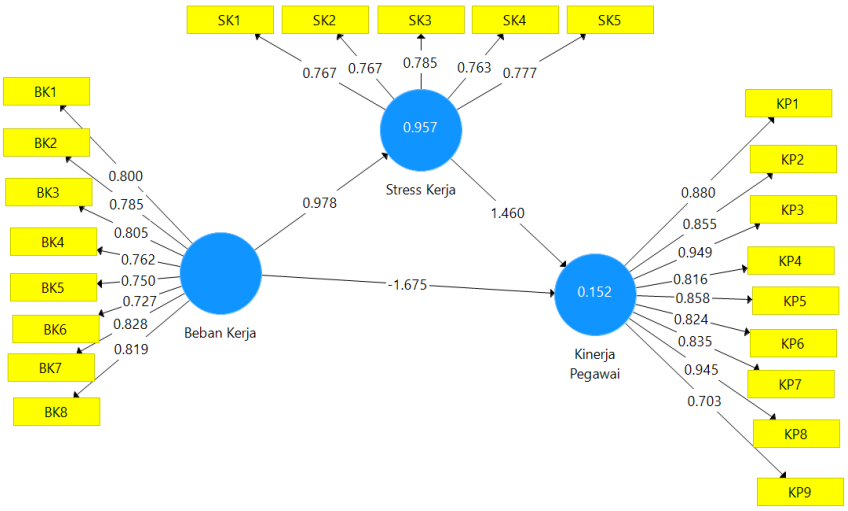

Figure 2. Outer Model Testing Results

2) Test results Discriminate Validity

The next test is to test discriminant validity, this test aims to determine whether a reflective indicator is a good measurement for the construct based on the principle that the indicator is highly correlated with the construct. The following are the cross loading results from discriminant validity testing as in the following table.

Table 4. Discriminant Validity

Variable Indicator	Workload (X)	Employee Performance (Y)	Work Stress (Z)
BK1	0.800	-0.230	0.767
BK2	0.785	-0.177	0.767
BK3	0.805	-0.134	0.805
BK4	0.762	-0.221	0.699
BK5	0.750	-0.140	0.800
BK6	0.727	-0.072	0.775
BK7	0.828	-0.276	0.769
BK8	0.819	-0.295	0.758
KP1	-0.173	0.880	-0.108
KP2	-0.181	0.855	-0.123
KP3	-0.210	0.949	-0.155
KP4	-0.193	0.816	-0.173
KP5	-0.119	0.858	-0.049
KP6	-0.234	0.824	-0.153
KP7	-0.303	0.835	-0.259
KP8	-0.241	0.945	-0.168
KP9	-0.252	0.703	-0.237

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Variable Indicator	Workload (X)	Employee Performance (Y)	Work Stress (Z)
SK1	0.800	-0.230	0.767
SK2	0.785	-0.177	0.767
SK3	0.762	-0.142	0.785
SK4	0.683	-0.058	0.763
SK5	0.731	-0.059	0.777

Source:Smart PLS Outputs, 2023

Based on table 4, it can be seen that the cross loading value in each indicator and variable is greater than other variables and indicators. the value of the cross loading indicator is greater than the other latent variables, the cross loading of work stress also shows a greater value of the cross loading indicator than the cross loading of the latent variables. Based on these data it can be stated discriminately that the results of cross loading are considered valid.

3) Composite reliability test results

The next test determines the reliable value with the composite reliability of the indicator block that measures the construct. A construct value is said to be reliable if the composite reliability value is above 0.60. Apart from looking at the composite reliability value, the reliable value can be seen in the value of the construct variable with cronbachs alpha from the indicator block that measures the construct. A construct is declared reliable if the Cronbach's alpha value is above 0.7. The following is a table of loading values for the research variable constructs resulting from running the Smart PLS program in table 5 below.

Table 5. Construct Reliability and Validity

Indicator	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Workload (X)	0.911	0.928	0.617
Employee Performance (Y)	0.954	0.960	0.730
Work Stress (Z)	0.831	0.880	0.596

Source: Smart PLS Outputs, 2023

Based on Table 5, it can be explained that the AVE value for each variable tested has a value > 0.5, indicating that all variables in this study meet the discriminant validity criteria. To determine reliability in this research, composite reliability values were used. The accepted value for the level of reliability is > 0.7. Based on these criteria, it can be seen that all variables in this study have a value of > 0.70, so it can be stated that all the variables tested meet construct reliability.

Structural Model Evaluation (Inner Model)

Evaluation of the structural model (inner model) is carried out to ensure that the structural model built is robust and accurate. The stages of analysis carried out in the evaluation of the structural model are seen from several indicators, namely:

1) Coefficient of Determination Test Results (R2)

The coefficient of determination test (R2) is used to see the effect of certain independent latent variables on the dependent latent variable whether it has a substantive effect. Based on data processing that has been carried out using the SmartPLS 3.0 program, the R Square value is obtained as in the following table.

Table 6. R Square Results

Variable	R Square	Adjusted R Square
Employee Performance (Y)	0.152	0.133
Work Stress (Z)	0.957	0.957

Source:Smart PLS Outputs, 2023

Based on table 6, it is known that the Adjusted R square value of the employee performance variable is 0.139 or 13.90%, which means that the effect of load on employee performance is in the very low category. This means that the more the workload increases, the lower the employee's performance will be. Meanwhile, the R Square value for the employee performance variable is 0.152 or 15.20%, which means that the influence of workload on employee performance is 15.20% and the remaining 84.80% is influenced by other variables that have not been studied.Meanwhile, the Adjusted R Square value for the work stress variable is 0.957 or 95.70%, which means that workload influences work stress by 95.70% or in the very high category, which means that the greater the employee's workload, the higher the employee's stress level. Furthermore, the R square value of the work stress variable is 0.957 or 95.70, which means that workload influences work stress by 95.70%, while the remaining 4.30% is influenced by other variables that have not been studied.

2) Goodness of Fit Test Results

The Goodness of Fit test is a statistical method used to evaluate how well the model or statistical distribution being tested matches the observed data. The Goodness of Fit test aims to determine the extent to which the observed data agree with the theoretical distribution assumed by the model or hypothesis. The goodness of fit model test can be seen by looking at the NFI value in the program. If the NFI value > SRMR and the closer to 1, the better the model (good fit). Based on the data processing that has been done using the SmartPLS 3.0 program, the Fit Model values are obtained as follows.

Table 7. Fit models

	Saturated Model	Estimated Model
SRMR	0.115	0.115
d_ULS	3,358	3,358
d_G	103.220	103.218
Chi-Square	4370.876	4370.876

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NFIs	0.255	0.255

Source: Smart PLS Output, 2023

Based on table 7, it can be seen that the NFI value is 0.255 > 0.115 so it can be stated that the model in this research has sufficient goodness of fit and is suitable for use to test the research hypothesis.

Hypothesis Testing Results

After carrying out the inner model analysis, the next thing is to evaluate the relationship between latent constructs in order to answer the hypothesis in this research. Hypothesis testing in this study was carried out by looking at the T-Statistics and P-Values. The hypothesis is declared accepted if the T-Statistics value is > 1.96 and P-Values < 0.05. The following are the results of Path Coefficients of direct influence between variables as in the following table.

Table 8. Path Coefficients (Direct Influence)

Variable	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values	Results
Workload -> Employee Performance	-1,675	-1,619	0.456	3,675	**0,000**	Accepted
Workload -> Work Stress	0.978	0.979	0.005	181,789	**0,000**	Accepted
Work Stress -> Employee Performance	-1,460	-1,379	0.493	2,962	**0.004**	Accepted

Source: Smart PLS Output, 2023

Based on the data in Table 8, it can be stated that workload has a negative and significant effect on employee performance. This can be seen from the original sample value of -1.675 and the T-statistic value of 3.675 > 1.96 and the P-Value value of 0.000 < 0.05. This means that if employee workload increases, employee performance will tend to decrease. These results answer the first hypothesis in this study, namely workload has a negative and significant effect on employee performance at the Civil Service Police Unit Office, Binjai City.

Furthermore, on the effect of workload on work stress, the original sample value data was 0.978 and the T-Statistics value was 181.789 > 1.96 with a P-Value of 0.000 <0.05 so that it can be stated that workload has a positive and significant effect on employee work stress at Binjai City Civil Service Police Unit Office. This can be interpreted as meaning that if the workload increases, work stress will also increase. These results answer the second research hypothesis.

Likewise in the third hypothesis that work stress has a negative and significant effect on employee performance, the original sample value is -1.460 with a valueThe T-Statistic is 2.962 > 1.96 with a P-Value value of 0.004 < 0.05, which means that work stress has a negative and

significant effect on employee performance at the Binjai City Civil Service Police Unit Office. This means that if employee work stress increases, employee performance will decrease.

To answer the fourth hypothesis, it can be seen by looking at the indirect effects between variables as shown in the following table.

Table 9. Indirect Effect

Variable	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values	Results
Workload -> Work Stress -> Employee Performance	1,428	1,349	0.483	2,955	0.004	Accepted

Source: Smart PLS Output, 2023

Based on table 9, it can be explained that workload has a positive and significant effect on employee performance through work stress. The original sample value was obtained at 1.428 with a T-Statistic value of 2.955 > 1.96 with a P-Value value of 0.004 < 0.05, which means that there is a positive influence. and significant between workload and employee performance through work stress as an intermediary variable. This means that workload can affect the level of work stress, which in turn affects employee performance. The positive value of the indirect effect shows that the higher the workload, the work stress experienced by employees also increases, and this has a negative impact on employee performance at the Binjai City Civil Service Police Unit Office.

The findings in this research regarding the relationship between workload and employee performance are supported by research results from (Aksama et al., 2020) which states that workload has a negative and significant effect on performance, indicating that workload can reduce sales promotion performance.

On the effect of work stress on employee performance, the results of this study are supported by the results of Daria's research (Safitri, 2019) that statethat high levels of work stress can negatively affect employee performance productivity which tends to decrease. Meanwhile, on the effect of workload on the level of work stress, the results of this study are supported by the results of the study (Abdullah et al., 2019) which states thatExcessive workload can increase work stress levels and potentially reduce employee performance.

On the Role of Job Stress as a Variablebetween workload and employee performance the results of this study are supported by the results of research from (Princess & Rahyuda, 2019)which states that work stress has a negative effect on employee performance and work stress is able to significantly mediate the effect of workload and work environment on employee performance.

CONCLUSION

From the results of the analysis of the research data and the discussion described above, it can be concluded that:

a) Workload has a negative and significant effect on employee performance at the Civil Service Police Unit Office, Binjai City.
b) Workloadhas a positive and significant effect on work stress at the Civil Service Police Unit Office, Binjai City.
c) Work stresshas a negative and significant effect on employee performance at the Civil Service Police Unit Office in Binjai City.
d) Workload mattersnegative and significant impact on employee performance through work stress as an intermediary variable at the Civil Service Police Unit Office, Binjai City.

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