

## **THE INFLUENCE OF JOB STRESS, WORKLOAD AND WORK DISCIPLINE ON EMPLOYEE PERFORMANCE**

**Susi Handayani<sup>1\*</sup>, Mutia Arda<sup>1</sup>**

<sup>1</sup>Universitas Muhammadiyah Sumatera Utara

Jl. Kapten Mukhtar Basri No. 3 Medan

\*Email: [susihandayani@umsu.ac.id](mailto:susihandayani@umsu.ac.id)

### **ABSTRACT**

The aim of this research is to determine and analyze the influence of work stress, workload, work discipline on employee performance at the regional tax and levy management agency in Sumatera Utara province, either partially or simultaneously. The approach used in this research is an associative approach. The population in this study were all employees of the regional tax and levy management agency in Sumatera Utara province. The sample in this study was 86 employees. Data collection techniques in this research used interview techniques, documentation studies, observations and questionnaires. The data analysis technique in this research uses Multiple Linear Regression Analysis Test, Hypothesis Test (t Test and F Test), and Coefficient of Determination. Data processing in this research used the SPSS (Statistical Package for the Social Sciences) software program version 24.00. The results of this research prove that partially and simultaneously work stress, workload, work discipline have a significant effect on employee performance at the regional tax and levy management agency in Sumatera Utara province.

**Keywords: Job Stress, Workload and Work Discipline on Employee Performance**

### **INTRODUCTION**

In order for management activities to run well, the company must have employees who are knowledgeable and highly skilled and can manage human resources and production factors effectively and efficiently through the use of human resources. One of the most important elements that can support the running of a company is human resources (Setiyani, 2015). In carrying out their work, employees produce something called performance. Performance is the result of an employee's work during a certain period compared to various possibilities, for example standards, targets or criteria that have been determined in advance and mutually agreed upon. Performance is the work result that can be achieved by a person or group of people in an organization, in accordance with their respective authority and responsibilities, in order to achieve the goals of the organization in question legally, without violating the law and in accordance with norms and ethics (Jufrizen, 2017). Performance is a work result achieved by a person in carrying out the tasks assigned to him which is based on skill, experience, seriousness and time. This performance is a combination of three important factors, namely a worker's ability and interest, ability and acceptance of explanations of task delegation and roles as well as a worker's level of motivation (Muis, et.al, 2018). Badan Pengelolaan Pajak dan Retribusi Daerah Provinsi Sumatera Utara Upt Medan Utara is led by a Head of Upt who is located below and is responsible to the Head of

## Proceeding 2<sup>nd</sup> Medan International Economics and Business

Volume 2, Issue 1, 2024

“Human Resource Transformation and Collaborative Innovation to Build Independent and Competitive Business in the Digital Era”

the Agency and the Governor of North Sumatra through the Regional Secretary of Sumatera Utara Province. Based on the Regulation of the Governor of Sumatera Utara through the Regional Secretary of Sumatera Utara Province. Based on the Regulation of the Governor of Sumatera Utara Number 22 of 2017 concerning Duties, Functions, Job Descriptions and Work Procedures of the Regional Tax and Levy Management Agency of Sumatera Utara Province, the task of the Regional Tax and Levy Management Agency of Sumatera Utara Province is to carry out Regional Government affairs in the field of Regional Taxes and Levy. as well as other income based on the principle of autonomy and supporting duties, based on interviews conducted by the author with general and personnel staff at the Sumatera Utara BP2RD secretariat, it is known that employee performance is SKP (Employee Performance Targets), setting benchmarks which include aspects of quality, quantity, time and cost For each task and position activity, the SKP assessment is carried out by comparing work realization with the targets that have been set. In carrying out the assessment, an analysis of the obstacles to the implementation of the work is carried out to obtain feedback as well as develop recommendations for improvement and determine the results of the assessment. However, the author was unable to obtain the SKP directly, based on the results of observations seen by the general staff, it is known that the majority of employees still have work quality that is not in accordance with the standards that have been set, even though in quantity all employees can complete the work with the given targets.

The next factor that influences performance is work stress. Work stress is a condition of tension that affects a person's emotions, way of thinking and physical condition which in turn affects the employee's ability to deal with the environment and work. This means that the employee concerned will face various negative symptoms which in turn will affect his work performance. Stress is a dynamic condition in which individuals face opportunities, constraints, or demands related to what they really want and whose results are perceived as uncertain but important (Massie, et.al, 2018). Problems related to employee work stress can be seen from the distribution of work received by some employees that exceeds their work standards. This creates less stable emotional work stress. An employee is said to have good performance at work, if the specified workload is achieved or if the actual performance results are higher than the workload set by the organization (Dwi, 2020). According to research conducted by (Farisi & Utari, 2020) (Handayani & Daulay, 2021) states Work stress affects employee performance. Other factors that can influence performance include workload. 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 (Saefullah, et.al, 2017). 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 (Sunarso, 2010). 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. If the worker's abilities are higher than the job demands, feelings of boredom will arise. However, on the contrary, if the worker's abilities are lower than the demands of the job, then more fatigue will appear (Rolos, et.al, 2018). Some BP2RD North Sumatra employees are required to achieve predetermined work targets and having Zoom Meetings at the same time results in an excessive workload in terms of time use. According to (Afandi, 2016) Work discipline is a set of rules or regulations made by the management of an organization, ratified by the board of commissioners or capital owners,

---

## Proceeding 2<sup>nd</sup> Medan International Economics and Business

---

Volume 2, Issue 1, 2024

“Human Resource Transformation and Collaborative Innovation to Build Independent and Competitive Business in the Digital Era”

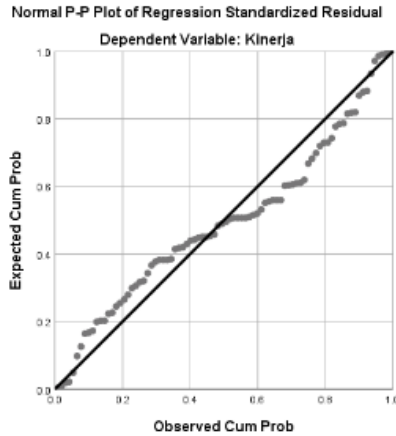
agreed upon by the labor union and known by the labor service so that people who join the organization are subject to the rules. which exists with a sense of pleasure, so that it is created and formed through the process of a series of behaviors that demonstrate the values of obedience, conformity, regularity and order. In research (Arda, 2017) dan (Yusnandar, et.al, 2020) states that work discipline has a positive influence on employee performance. The problem of work discipline is that some employees like to arrive late and leave the room before the appointed time and the employee does not even return to the office. Based on the background of the problem above, the author conducted research "The Influence of Job Stress, Workload and Work Discipline on Employee Performance".

### **METHOD**

This research uses an explanatory research approach, which aims to explain the causal relationship between research variables and testing hypotheses (Nasution et al., 2020). The employee performance indicators in this research are work quality, work quantity, reliability, attitude, (Mangkunegara, 2014). The job stress indicators in this research are physical, emotional, intellectual, and interpersonal, (Mangkunegara, 2014). Workload indicators in this research are targets that must be achieved, working conditions, use of working time, and work standards (Alamsyah, 2012). Indicators of work discipline in this research are time observance, effective use of time, not being absent from work, complying with all company regulations, work targets, making daily work reports (Afandi, 2016). The population in this study were all employees in the Sumatera Utara Province Regional Tax and Retribution Management Agency in the secretariat section, totaling 86 employees. As for determining the number/size of samples in this research, the saturated sample method was used where all members of the population were sampled. The data analysis technique used is multiple linear regression.

### **RESULTS**

Description of gender, level of education. If we look at gender, there are more male respondents than female, namely 52 male respondents (60.47%). In terms of educational level, the majority of respondents had a bachelor's degree, namely 49 respondents (56.98%). This shows that the respondent already has an educational level and is quite experienced, so that filling out the questionnaire will be of higher quality. The classic assumption test is the analytical model used is multiple linear regression analysis. In this study, the normality test, multicollinearity test and heteroscedasticity test were used.


**Figure 1.** Normal P-Plot

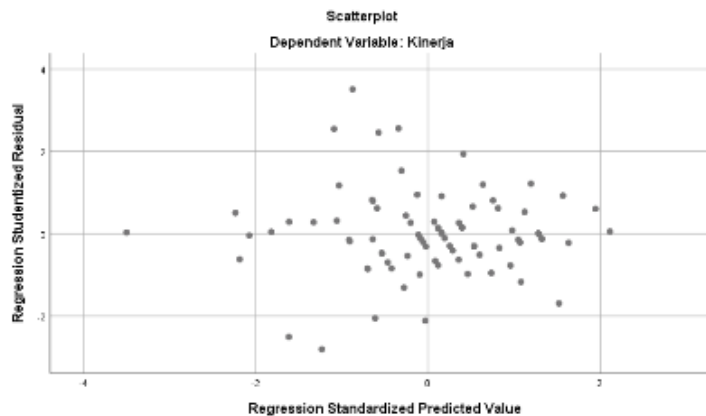
Based on the picture above, the normal probability plots show that the points are spread around the diagonal line and follow the direction of the diagonal line, so it can be concluded that the residuals are normally distributed and the regression model. So, the normality requirements have been met.

**Table 1.** Multikolinearitas

	Collenearity Tolerance	Statistic VIF
Constant		
Job Stress	.227	4.406
Workload	.616	1.623
Work Discipline	.214	4.677

**Source:** Data processed by SPSS, 2024

Based on table 1, it shows that each independent variable has a tolerance value  $\geq 0.10$ , which means that there is no correlation between the independent variables. The VIF calculation results can also show the same thing, where each independent variable value can have a VIF value  $\leq 10$ , so it can be concluded that there are no symptoms of multicollinearity.


**Figure 2.** Scatterplot

## Proceeding 2<sup>nd</sup> Medan International Economics and Business

Volume 2, Issue 1, 2024

“Human Resource Transformation and Collaborative Innovation to Build Independent and Competitive Business in the Digital Era”

Based on the image above, it can be seen that the points are random, both above and below the number 0 on the Y axis and do not show a particular pattern or shape. So the assumption for the heteroscedasticity test can be concluded that the regression model that can be used does not have heteroscedasticity.

**Table 2.** Coefficients

	B	t-counts	sig
Constant	-1.274	-1.055	.294
Job Stress	.716	9.988	.000
Workload	.137	3.376	.001
Work Discipline	.124	2.966	.004

**Source:** Data processed by SPSS, 2024

The constant of -1.274 indicates that if all the independent variables of work stress, workload and work discipline are assumed to be zero, then the value of employee performance is -1.274. The work stress regression coefficient value of 0.716 indicates that if the value of the work stress variable increases, employee performance will increase by 71.6% assuming the other independent variables are zero. The calculated  $t_{\text{value}}$  for the work stress variable is 9.988 and the  $t_{\text{table}}$  with  $\alpha = 5\%$  is known to be 1.989, thus the  $t_{\text{count}}$  is greater than the  $t_{\text{table}}$  and the significant value for work stress is  $0.000 < 0.05$ , meaning that from these results it can be concluded that  $H_0$  is rejected ( $H_a$  is accepted) indicating that stress work has a significant effect on employee performance at BP2RD Sumatera Utara. The workload regression coefficient value of 0.137 indicates that if the workload variable value increases, employee performance will increase by 13.7% assuming the other independent variables are zero. The  $t_{\text{count}}$  value for the workload variable is 3.376 and the  $t_{\text{table}}$  with  $\alpha = 5\%$  is known to be 1.989, thus the  $t_{\text{count}}$  is greater than the  $t_{\text{table}}$  and the significant value for workload is  $0.001 < 0.05$ , meaning that from these results it can be concluded that  $H_0$  is rejected ( $H_a$  is accepted) indicating that the workload work has a significant effect on employee performance at BP2RD Sumatera Utara. The work discipline regression coefficient value of 0.124 indicates that if the value of the work discipline variable increases, employee performance will increase by 12.4% assuming the other independent variables are zero. The calculated  $t_{\text{value}}$  for the work discipline variable is 2.966 and the  $t_{\text{table}}$  with  $\alpha = 5\%$  is known to be 1.989, thus the  $t_{\text{count}}$  is greater than the  $t_{\text{table}}$  and the significant value for work discipline is  $0.004 < 0.05$ , meaning that from these results it can be concluded that  $H_0$  is rejected ( $H_a$  is accepted) indicating that discipline work has a significant effect on employee performance at BP2RD Sumatera Utara.

**Table 3.** Anova Test

	Sum of Squares	df	Mean Square	f	Sig
Regression	1076.081	3	358.694	291.215	.000 <sup>b</sup>
Residual	101.000	82	1.232		
Total	1177.081	85			

**Source:** Data processed by SPSS, 2024



From the results above it can be seen that the  $F_{count}$  value is 291.251 with a significance level of 0.000. Meanwhile, the  $F_{table}$  value is known to be 2.72. Based on these results, it can be seen that  $f_{count} > f_{table}$  ( $291.251 > 2.72$ ) meaning that  $H_0$  is rejected. So it can be concluded that workload, work stress and work discipline together have a significant effect on employee performance at BP2RD Sumatera Utara.

**Table 4.** Model Summary

Model	R	R Square	Adjusted R Square	Std Error of Estimate	Durbin Watson
Regression	.956 <sup>a</sup>	.914	.911	1.10983	1.483

**Source:** Data processed by SPSS, 2024

Based on the table above, it can be seen that the value of R square is 0.956 which means 95.6% and this states that the variables of work stress, workload and work discipline are 95.6% influencing employee performance variables. Next, the difference is  $100\% - 95.6\% = 4.4\%$ . This shows that the 4.4% is another variable that does not contribute to employee performance research.

## DISCUSSION

### The Influence of Job Stress on Employee Performance

The calculated  $t_{value}$  for the work stress variable is 9.988 and the  $t_{table}$  with  $\alpha = 5\%$  is known to be 1.989, thus the  $t_{count}$  is greater than the  $t_{table}$  and the significant value for work stress is  $0.000 < 0.05$ , meaning that from these results it can be concluded that  $H_0$  is rejected ( $H_a$  is accepted) indicating that stress work has a significant effect on employee performance at BP2RD Sumatera Utara. Stress is a condition of tension that affects the emotions, thought processes and condition of a worker." Work stress must be handled well because employees who tend to be stressed will feel frustrated, emotional and feel uncomfortable at work, which can trigger failure in the organization because it can interfere with each other in carrying out their tasks. Stress is a condition of tension that creates a physical and psychological imbalance, which affects the emotions, thought processes and condition of an employee at work. Results of previous research conducted by (Rohman & Ichsan, 2021) (Farisi & Utari, 2020) (Handayani & Daulay, 2021) stated that work stress influences employee performance.

### The Effect of Workload on Employee Performance

The  $t_{count}$  value for the workload variable is 3.376 and the  $t_{table}$  with  $\alpha = 5\%$  is known to be 1.989, thus the  $t_{count}$  is greater than the  $t_{table}$  and the significant value for workload is  $0.001 < 0.05$ , meaning that from these results it can be concluded that  $H_0$  is rejected ( $H_a$  is accepted) indicating that the workload work has a significant effect on employee performance at BP2RD Sumatera Utara. 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 (Taurisa & Ratnawati, 2015). Workload can actually provide benefits as a means of improving performance both individually and institutionally or organizationally. Workloads that are tailored to the skills and needs of the position will certainly be able to

direct employees to work more effectively and efficiently. The relationship between workload and performance is complex, it can result in high performance or low performance (Chaterina, 2012). Workloads that are not in accordance with employee abilities can result in employees not working better or optimally. A workload that is too low can also reduce employee performance levels. If the mandated workload is too low, the employee's existing abilities cannot be used optimally. Apart from that, it can also cause boredom, loss of attention and concentration, reducing sensitivity to the surrounding environment (Saraswati, et.al, 2017). Based on the results of previous research conducted by (Dwi, 2020) and (Rolos et al., 2018) concluded that workload affects performance.

### **The Effect of Work Discipline on Employee Performance**

The calculated  $t$  value for the work discipline variable is 2.966 and the  $t$  table with  $\alpha = 5\%$  is known to be 1.989, thus the  $t$  count is greater than the  $t$  table and the significant value for work discipline is  $0.004 < 0.05$ , meaning that from these results it can be concluded that  $H_0$  is rejected ( $H_a$  is accepted) indicating that discipline work has a significant effect on employee performance at BP2RD Sumatera Utara. Work discipline is an attitude, behavior and actions that are in accordance with written and unwritten regulations. Decreased employee discipline can prevent the targets set by the company from being achieved. This indicates that employee performance is not yet optimal due to discipline factors. Good discipline reflects a person's sense of responsibility for the tasks assigned to employees. Because with the increasing development of an organization/company and the increasing technology used by the company, it causes frequent changes to occur and the wider scope of work that will be carried out by the workforce, so discipline needs to be carried out so that the goals of the organization/company can be achieved (Tanjung, 2015). Work discipline according to (Sinambela, 2012) states that work discipline is compliance with the rules or orders set by the organization. In research (Arda, 2017) dan (Farisi & Lesmana, 2021) state that work discipline has a positive influence on employee performance.

### **CONCLUSION**

Based on the results of the research and discussion previously stated, conclusions can be drawn from the research, namely that work stress influences employee performance at BP2RD Sumatera Utara, workload influences employee performance at BP2RD Sumatera Utara, work discipline influences employee performance at BP2RD Sumatera Utara. The work stress, workload and work discipline given to employees have a positive impact on improving performance, this is supported by the existence of penalties for employees who do not comply.

### **REFERENCES**

- Arda, M., & Andriyani, D. (2019) Analisis Faktor Stimuli Pemasaran Dalam Keputusan Pembelian Online Produk Fahion Pada Generasi Z. *Jurnal INTEKNA : Informasi Teknik Dan Niaga*, 19(2), 115-120.
- Afandi, P. (2016). *Concept & Indicator Human Resources Management*. Yogyakarta: Deepublish.
- Alamsyah. (2012). *Manajemen Pelayanan Kesehatan*. Yogyakarta: Nuha Medika.

---

## Proceeding 2<sup>nd</sup> Medan International Economics and Business

---

Volume 2, Issue 1, 2024

“Human Resource Transformation and Collaborative Innovation to Build Independent and Competitive Business in the Digital Era”

- Arda, M. (2017). Pengaruh Kepuasan Kerja dan Disiplin Kerja Terhadap Kinerja Pegawai Pada Bank Rakyat Indonesia Cabang Putri Hijau Medan. *Jurnal Manajemen dan Bisnis*, 18(2), 51–60.
- Chaterina, R. (2012). Hubungan Antara Beban Kerja Dengan Kinerja Pegawai Offshore Pada Divisi Quality Assurance Quality Control Di Pertamina Hulu Energi Onwjltd Jakarta. Universitas Indonesia.
- Dwi, M. (2020). Pengaruh Audit Delay dan Beban Kerja Terhadap Kualitas Audit Dengan Rotasi Audit Sebagai Variabel Moderasi (Pada Perusahaan Manufaktur Sektor Industri Dasar dan Kimia Yang Terdaftar di Bursa Efek Indonesia. Universitas Muhammadiyah Palembang.
- Farisi, Salman, & Lesmana, M. T. (2021). Peranan Kinerja Pegawai: Disiplin Kerja kepemimpinan Kerja dan lingkungan kerja. *SiNTESA: Seminar Nasional Teknologi Edukasi dan Humaniora*, 1(1), 336–351.
- Farisi, Salman, & Utari, R. U. (2020). Pengaruh Stres Kerja dan Lingkungan Kerja Terhadap Kinerja Pegawai Dinas Kesehatan Provinsi Sumatera Utara. *Jurnal Salman (Sosial dan Manajemen)*, 1(1), 31–42.
- Handayani, S., & Daulay, R. (2021). Analisis Pengaruh Lingkungan Kerja Dan Stress Kerja Terhadap Kinerja Pegawai. *Seminar Nasional Teknologi Edukasi dan Humaniora*, 1(1), 547–551.
- Jufrizen, Jufrizen. (2017). Efek Moderasi Etika Kerja Pada Pengaruh Kepemimpinan Transformasional dan Budaya Organisasi Terhadap Kinerja Pegawai. *E-Mabis : Jurnal Ekonomi Manajemen dan Bisnis*, 18(2), 145–158.
- Mangkunegara, A. A. (2014). *Evaluasi Kinerja Sumber Daya Manusia*. Bandung: Refika Aditama.
- Massie, R. N., Areros, W. A., & Rumawas, W. (2018). Pengaruh Stres Kerja Terhadap Kinerja Pegawai Pada Kantor Pengelola It Center Manado. *Jurnal Administrasi Bisnis*, 6(2), 41–49.
- Muis, M. R., Jufrizen, J., & Fahmi, M. (2018). Pengaruh Budaya Organisasi Dan Komitmen Organisasi Terhadap Kinerja Pegawai. *Jesya (Jurnal Ekonomi & Ekonomi Syariah)*, 1(1), 9–25.
- Nasution, M. I., Fahmi, M., Jufrizen, J., Muslih, & Prayogi, M. A. (2020). The Quality of Small and Medium Enterprises Performance Using the Structural Equation Model-Part Least Square (SEM-PLS). *Journal of Physics: Conference Series*, 1477(5). (Rohman & Ichsan, 2021).
- Rolos, J. K. R., Sambul, S. A. P., & Rumawas, W. (2018). Pengaruh Beban Kerja Terhadap Kinerja Pegawai Pada PT. Asuransi Jiwasraya Cabang Manado Kota. *Jurnal Administrasi Bisnis (JAB)*, 6(4), 97–111.
- Saefullah, E., Listiawati, L., & Amalia, A. N. (2017). Pengaruh Beban Kerja dan Stres Kerja Terhadap Produktivitas Kerja Pegawai. *Akademika*, 15(2), 117–122.
- Saraswati, A. A. N. D., Dewi, I. M., & Piartini, P. S. (2017). Pengaruh Efikasi Diri Terhadap Kinerja Dengan Dukungan Organisasional Sebagai Pemoderasi. *E-Jurnal Udayana*, 1(1), 2257–2286.
- Setiyani, F. (2015). Pengaruh Kepemimpinan Dan Pengawasan Terhadap Disiplin Kerja Security PT. Karya Satria Abadi Pekanbaru. *Jom FEKON*, 2(1), 1–15.



---

## Proceeding 2<sup>nd</sup> Medan International Economics and Business

---

Volume 2, Issue 1, 2024

“Human Resource Transformation and Collaborative Innovation to Build Independent and Competitive Business in the Digital Era”

- Sinambela, L. P. (2012). *Kinerja Pegawai*. Yogyakarta: Graha Ilmu.
- Sunarso. (2010). Pengaruh Kepemimpinan Kedisiplinan Beban Kerja dan Motivasi Kerja Terhadap Kinerja Guru Sekolah. *Jurnal Managemen Sumber Daya Manusia*, 4(1), 1–16.
- Tanjung, H. (2015). Pengaruh Disiplin Kerja Dan Motivasi Kerja Terhadap Prestasi Kerja Pegawai Pada Dinas Sosial Dan Tenaga Kerja Kota Medan. *Jurnal Ilmiah Manajemen dan Bisnis*, 15(1), 27–34.
- Taurisa, C. M., & Ratnawati, I. (2015). Analisis Pengaruh Budaya Organisasi dan Kepuasan Kerja Terhadap Komitmen Organisasi Dalam Meningkatkan Kerja Pegawai Studi Pada PT. Sido Muncul Kaligawe Semarang. *Jurnal Bisnis dan Ekonomi*, 19(2), 170–187.
- Yusnandar, W., Nefri, R., & Siregar, S. (2020). Pengaruh Disiplin Kerja Dan Pelatihan Terhadap Kinerja Pegawai Dengan Budaya Organisasi Sebagai Variabel Moderasi Pada Rumah Sakit Milik Pemerintah di Kota Medan. *Jurnal Humaniora: Jurnal Ilmu Sosial, Ekonomi dan Hukum*, 4(1), 61–72.