

THE INFLUENCE OF WORKLOAD AND COMPENSATION ON EMPLOYEES' WORK STRESS AT PT. PUJA PERKASA

Harries Madiistriyatno^{1*}, Ericho Agil Nugrahan²
STIMA IMMI Jakarta, Indonesia^{1,2}
harries.madi@gmail.com¹, richopujaperkasa@gmail.com²

ABSTRACT

This research aims to determine and analyze the influence of work load and compensation on work stress at PT. Puja Perkasa. The things raised in this research are: a) how big is the influence of work load on work stress at PT. Puja Perkasa, b) how big is the influence of compensation on work stress at PT. Puja Perkasa, c) how big is the influence of workload and compensation on work stress at PT. Puja Perkasa. To determine the influence of the independent variable on the dependent variable partially, the t test is used and to determine the influence of the independent variable on the dependent variable simultaneously, Anova is used. The sample used in this research was 35 people who were saturated samples. The data collection methods used are literature study, documentation and questionnaires. The results of this research show that with an alpha error degree of 0.05 through the t-test it turns out that the Workload variable significantly influences Employee Work Stress, and Compensation significantly influences Employee Work Stress. Simultaneously, through the ANOVA test, these two variables positively and significantly influence employee work stress.

Keywords : Workload; Compensation; Work stress

INTRODUCTION

In carrying out their duties and profession, employees are vulnerable to stress (Zulkifli et al., 2020). Every day, in carrying out their service, an employee not only interacts with co-workers, fellow employees, but also deals with existing regulations in the workplace and the workload which is sometimes deemed not in accordance with their physical, psychological and emotional conditions (Almasitoh, 2011).

Employee workload in one week as stated in article 2 of Minister of Education and Culture Regulation Number 15 of 2018 is 40 hours per week (Sigit, 2020). Within this time, 37.5 hours are effective working hours while the remaining 2.5 hours are rest hours (Handoko, 2016). Law Number 14/2005 concerning Employees and Lecturers, article 35 paragraph (2) regulates the workload of employees at a minimum of 24 face to face hours and a maximum of 40 (forty) face to face hours in 1 (one) week (Kristi, 2016). Furthermore, PP Number 74/2008 article 52 paragraph (2) confirms that the term face-to-face applies to the implementation of employee workload related to the implementation of learning (Sabon, 2020). The employee's workload for carrying out learning is at least 24 face-to-face hours and a maximum of 40 face-to-face hours in 1 (one) week, which is part of the Employee's working hours which in total is at least 37.5 working hours in 1 (one) week even though office employees work 40 hours per week (Kussriyanto, 2015)

Apart from these problems, another problem that can cause stress is limited human resources (Rohida, 2018). Where the number of tasks has not been balanced with an adequate number of employees (Abidin, 2022). An unbalanced number of employees and patients will cause fatigue at work because the patient's need for employee services is greater than the employee's standard capabilities (NitiseMITO, 2015). Conditions like this will have an impact on the psychological condition of employees, such as fatigue, emotions, boredom, changes in mood and can cause stress in employees (Herlina, 2019). Fluctuations in workload are another form of stress trigger. At certain times the load is very light and at other times the load can be excessive. Inappropriate circumstances like this give rise to anxiety, job dissatisfaction and a tendency to leave work (Munandar, 2001).

Apart from that, compensation must receive attention from the leadership for employees so that they are able to work enthusiastically so that they will produce quality services that are truly effective and efficient (Purwanto & Sujarman, 2015)(Swastha & Sukotjo, 2016). The compensation

given to employees is still far from sufficient (Danti, 2015). This can be seen from employees who work more than the specified working hours, and it is not clear whether this is included in the overtime category or simply completing work (Thoha, 2018). Apart from that, the welfare problems experienced by employees are still far from existing standards (Manullang & Hutabarat, 2016).

RESEARCH METHOD

The method used in this research is descriptive and verification methods (Qustolani, 2017). Where the variables described in this research are workload, compensation and work stress (Riani & Putra, 2017). The research uses verification research methods (Bahits et al., 2023). Verification research is used to look for correlations or influences of the variables studied on other variables, namely the independent variable and the dependent variable (Ravianto, 2019). The research process began with a preliminary study regarding the author's interest in an educational management problem found in the workplace environment (Hasibuan, 2015). After seeing and paying attention to the existing problems, problem identification is carried out, where the identification is crystallized into a problem formulation which will be described to answer it by building a framework for thinking (Ali, 2018). The thinking framework provides a theoretical basis for determining hypotheses, the basis of which is the problem formulation (Supranto, 2016). Next, research is carried out based on the variable conception that has been determined by giving questionnaires to respondents in the specified population and sample, the results of the questionnaire are posted and then data analysis is carried out to obtain conclusions (Adawiyah & Amelia, 2021). In this research the population is focused on all employees at the Pt. Puja Perkasa during 2020 recorded 35 people. To determine the research object the author used a saturated sampling technique, namely Total Sampling so that all members of the population became the sample (Manulang, 2015). In this research, the sample members are PT. Puja Perkasa, numbering 35 people (Sugiyono, 2017).

RESULT AND DISCUSSION

Workload Variables

Table 1
Description of the average respondent's answer for the workload variable

No.	Statement Items	Score	Perception
1.	Every day I am faced with a lot of work	4,11	Good
2.	I have to be responsible for a lot of work in my field	4,06	Good
3.	I have to work faster to achieve	4,14	Good
4.	job targets	4,11	
5.	My workload is too much so I work	4,23	Good
6.	quicker to complete	4,23	Very good
7.	The number of employees at my school still feels insufficient	4,11	Very good
8.	Limited number of employees often causes work targets to not be completed	4,34	Breed
Total		33,34	Very good
Average Score		4,17	

Source: Results of data processing with SPSS version 25, 2021

Based on the table above, the average assessment of workload by respondents shows an average interpretation figure of 4.17. This is in a good perception, where according to respondents the workload is running well at Pt. Mighty Puja (Ranupandojo & Husnan, 2018).

Compensation Variables

Table 2 Description of the average respondent's answer for the Compensation Variable

No.	Statement Items	score	Perception
1.	The holiday allowance given to employees is adequate	3,57	Good
2.	Health benefits provided to employees are adequate	3,23	Enough
3.	Providing incentives has been carried out regularly	3,57	Good
4.	Employees are given the same opportunity to participate in education as well training	3,77	Good
5.	Employees are given commendation awards for their work achievements	3,66	Good
6.	Employees get recognition from superiors for their work performance	3,37	Enough
Total		21,17	
Average Score		3,53	Good

Source: Results of data processing with SPSS version 25, 2021

Based on the table above, the average compensation assessment by respondents shows an average interpretation figure of 3.53. This is in the good perception, where compensation according to respondents has gone well at PT. Puja Perkasa (Hendrianto & Dani, 2020).

Job Stress Variables

Table 3 Description of the average respondents' answers for the Job Stress Variable

No.	Statement Items	Score	Perception
1.	I have been feeling headaches lately	3,40	Enough
2.	The headache that I felt was quite disturbing to my activities	3,80	Good
3.	Sometimes I am provoked by emotions and irritability in everyday life	4,06	Good
4.	I get angry easily when there are things that I consider unnatural	3,97	Good
5.	Lately I have been experiencing frequent muscle tension	3,91	Good
6.	The muscle tension that I experienced was very disruptive to my activities	3,97	Good
7.	I often feel Restless so that not concentrating on work	4,14	Good
8.	I feel restless every time I get home from work	3,86	Good
9.	Sometimes I find it difficult to concentrate so that the target of achieving work is hampered	3,57	Good
Total		34,69	

Average Score	3,85	Good
----------------------	-------------	-------------

Source: Results of data processing with SPSS version 25, 2021

Based on the table above, the average assessment of work stress by respondents shows that the average interpretation number is 3.85 (Supartha, 2020). This is a good perception, where work stress according to respondents has gone well at PT. Puja Perkasa (Sunaryo et al., 2022).

Summary of Research Variable Scores

Of all the answers given by respondents related to research conducted at PT. Puja Perkasa in the following table describes the score values and categories of scores obtained as follows:

Table 4 Scores and Value Categories

No	Variable	Variable	Perception
1	Workload	Workload	Good
2	Compensation	Compensation	Good
3	Work stress	Work stress	Good
	Total	Total	Total
	Average score	Average score	Average score

Source: Results of data processing with SPSS version 25, 2021

From the table above it can be concluded that, Workload, Compensation and Work Stress at PT. Puja Perkasa is in the good category with an average score (Pitono & Averus, 2018).

Path Analysis

The Influence of Workload and Compensation on Work Stress PT Puja Perkasa

To reveal the influence of a variable or set of variables on other variables, Path Analysis can be used which has been developed by Sewall Wright (Afrizoni, 2019). In this path analysis, the magnitude of the influence of one variable on other variables, both directly and indirectly, can be known. Before making a decision regarding the magnitude of the influence of a variable on other variables, hypothesis testing is first carried out, either as a whole or individually (Di Filippo, 2017).

Simultaneous Influence of Hypotheses

To find out whether the independent variables, namely Work Load (X1) and Compensation (X2) simultaneously influence PT (Siagian, 2019). Puja Perkasa, is carried out using path analysis and the software used is SPSS version 25 (Barusman & Rama, 2019). The output results from SPSS processing are as follows:

Table 5

Results of Linear Regression of Workload (X1) and Compensation (X2) on Employee Work Stress (Y) Simultaneously

Model Summary^b					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.905 ^a	.819	.808	1.775	.451

a. Predictors: (Constant), KOMPENSASI, Beban Kerja

b. Dependent Variable: STRESS

Source: Results of data processing with SPSS version 25, 2021

Table 6 Anova

ANOVA ^a						
	Model	Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	456.695	2	228.347	72.457	.000 ^b
	Residual	100.848	32	3.152		
	Total	557.543	34			

a. Dependent Variable: STRESS

b. Predictors: (Constant), COMPENSATION, Workload

Source: Results of data processing with SPSS version 25,2021

Based on the table above, the ANOVA section shows that the p-value is sig. 0.000b < 0.05 means the calculated significance level is 0.000 < 5% significance level. Meanwhile, the correlation R = 0.905, which means there is a fairly low correlation between Workload and Compensation for Employee Work Stress (Ulinuha, 2017).

The decisions from simultaneous hypothesis testing are:

H0 is rejected and Ha is accepted, meaning that workload and compensation have a simultaneous effect on employee work stress. The magnitude of the simultaneous effect is 81.9% (R2 = 0.819). Meanwhile, the remaining 18.1% was influenced by other factors that were not researched.

Next, the correlation value between the variables Workload, Discipline and Employee Work Stress is calculated. The SPSS output results are as follows:

Table 7 Result of Calculation of Employee Workload and Work Stress

Correlations				
		STRESS	Workload	COMPENSATION
Pearson Correlation	STRESS	1.000	.812	.811
	Workload	.812	1.000	.609
	COMPENSATION	.811	.609	1.000
Sig. (1-tailed)	STRESS	.	.000	.000
	Workload	.000	.	.000
	COMPENSATION	.000	.000	.
N	STRESS	35	35	35
	Workload	35	35	35
	COMPENSATION	35	35	35

Source: Results of data processing with SPSS version 25, 2021

From the table above, it can be concluded that the relationship between the workload variable (X1) and compensation (X2) has a value of 0.609 when consulted with the interpretation table of r values (correlation), it has a moderate level of relationship and is in the same direction because the value is positive (Maianto, 2021). The correlation X1 and X2 is overall significant because the significance number (0.000) is smaller than 0.05 (Irawan et al., 2019).

Partial Hypothesis Testing

Based on the theoretical framework that there is a positive influence between Workload and Compensation on Employee Work Stress, the next test will be used to determine or test the influence of each variable as in the output results of the following linear regression calculation:

Table 8
Results of Partial Linear Regression Calculation of Workload (X1) and Compensation (X2) on Work Stress (Y)

		Coefficients ^a				
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	8.704	2.555		3.406	.002
	Workload	.515	.096	.506	5.343	.000
	COMPENSATIO	.433	.082	.503	5.307	.000

a. Dependent Variable: STRESS

Source: Results of data processing with SPSS version 25, 2021

For partial hypothesis testing, for the Workload variable (X1) the p-value < 0.05, and for the Compensation variable (X2) the p-value is 0.000 < 0.05 (Maianto, 2021).

The decision from the partial hypothesis test is:

1) First hypothesis: H0 is rejected and Ha is accepted, meaning that Work Load (X1) has a partial effect on Employee Work Stress (Y).

2) Second hypothesis: H0 is rejected and Ha is accepted, meaning that Compensation (X2) has a partial effect on Employee Work Stress (Y) (Podgorecki et al., n.d.).

Based on the calculation results above, the model path coefficient values for the influence of Workload (X1) and Compensation (X2) on Employee Work Stress (Y) are as follows (Indrawan et al., 2022):

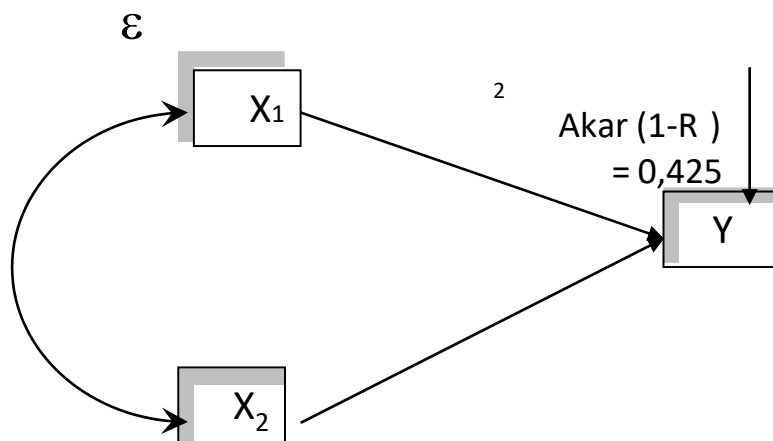


Figure 1
Path Coefficient Value of Influence of Workload (X1) Compensation (X2) and Employee Work Stress (Y)

The calculation of the influence of Workload (X1) and Compensation (X2) on Employee Work Stress (Y) is as follows:

Table 9 Calculation Results of Direct and Indirect Effects of Workload (X1) and Compensation (X2) on Employee Work Stress (Y)

Variable	Direct influence to Y	Indirect Influence		Total Pengaruh
		X1	X2	
Workload (X ₁)	0,506 = 50,6%		0,609 x 0,503 = 0,306 = 30,6%	0,812 = 81,2%
Compensation (X ₂)	0,503 = 50,3%	0,609 x 0,506 = 0,308 = 30,8%		0,811 = 81,1%
Total Pengaruh Simultan X1 dan X2 thd Y = R ²				0,819 = 81,9%

Source: Results of data processing with SPSS version 25, 2021

Based on the table above, the direct and indirect influence of workload variables (X1) or compensation (X2) on employee work stress (Y) has the following meaning (Hertati, 2015):

1. Variable X1 has a direct effect of 50.6% greater than the indirect effect of 30.6%
2. Variable X2 has a direct effect of 50.3% greater than the indirect effect of 30.8%
3. Variable X1 is more dominant in influencing Var Y by 81.2% compared to Var X2 which is 81.1%
4. The simultaneous influence of X1 and X2 on Y is 81.9% sebesar 81,9%

CONCLUSION

Employee workload at PT. Puja Perkasa has been running well, so that an overview based on research results is obtained in the good category; Compensation at PT. Puja Perkasa has been running well, so that an overview is obtained based on research results in the good category; Employee work stress at PT. Puja Perkasa is good, so an overview is obtained based on research results in the good category; There is a simultaneous influence between workload and compensation on work stress. However, if viewed partially, workload has a more dominant influence on employee work stress compared to compensation.

REFERENCES

- Abidin, A. Z. (2022). *Manajemen Sumberdaya Manusia*. [Google Scholar](#)
- Adawiyah, N., & Amelia, R. (2021). Pengaruh Beban Kerja Dan Stress Kerja Terhadap Kinerja Pegawai Komisi Pemilihan Umum Kabupaten Bandung Barat. *Secad*, 1(2), 32–47. [Google Scholar](#)
- Afrizoni, H. (2019). *Analisis Pengaruh Kompensasi Dan Kompetensi Terhadap Peningkatan Kinerja Karyawan*. [Google Scholar](#)
- Ali, F. (2018). *Metodologi Penelitian Sosial Dalam Bidang Ilmu Administrasi Dan Pemerintahan*. Pt. Rajagrafindo Persada. [Google Scholar](#)
- Almasitoh, U. H. (2011). Stres Kerja Ditinjau Dari Konflik Peran Ganda Dan Dukungan Sosial Pada Perawat. *Psikoislamika: Jurnal Psikologi Dan Psikologi Islam*, 8(1). <https://doi.org/10.18860/Psi.V0i1.1546> [Google Scholar](#)
- Bahits, A., Suseno, B. D., Alhamidi, E. M. A., Fatari, F., Mukhlis, A., Prihatin, J., Romli, O., Tabroni, T., Gunadi, S., & Putra, A. R. (2023). *Manajemen Sumber Daya Manusia Konsep Dan Strategi*. [Google Scholar](#)
- Barusman, A. R. P., & Rama, P. (2019). The Impact Of 7p's (Marketing Mix) On Student Parents' Decision At School For Disable Students With Special Needs. *Journal Of Business And Management*, 21(5), 22–28. [Google Scholar](#)

- Danti, F. P. (2015). *Pengaruh Kompensasi Terhadap Semangat Kerja Karyawan (Studi Pada Karyawan Cv. Sejahtera, Pakisaji, Malang)*. Brawijaya University. [Google Scholar](#)
- Di Filippo, A. (2017). Transnationalization And Integration Of Production In Latin America. *Cepal Review*. [Google Scholar](#)
- Handoko, T. H. (2016). *Manajemen Personalia Dan Sumberdaya Manusia*. Bpfe. [Google Scholar](#)
- Hasibuan, M. S. P. (2015). *Manajemen Sumber Daya Manusia*. [Google Scholar](#)
- Hendrianto, H., & Dani, E. P. (2020). Pengaruh Tipe Kepemimpinan Orangtua Terhadap Proses Sosialisasi Pada Siswa: Studi Kasus Smp Negeri 3 Pematang Jaya Satu Atap. *Cendikia: Media Jurnal Ilmiah Pendidikan*, 10(2), 99–107. [Google Scholar](#)
- Herlina, L. (2019). Kondisi Dan Faktor Penyebab Stres Kerja Pada Karyawan Wanita Pt ‘Sgs.’ *Psiko Edukasi*, 17(2), 118–132. [Google Scholar](#)
- Hertati, L. (2015). Total Quality Management As Technics On Strategic Management Accounting. *International Journal Of Recent Advances In Multidisciplinary Research*, 2(11), 942–949. [Google Scholar](#)
- Indrawan, Y., Claudia, M., & Rifani, A. (2022). Pengaruh Beban Kerja Dan Stres Kerja Terhadap Kinerja Karyawan: Efek Mediasi Burnout (Studi Pada Karyawan Pt. Sapta Sari Tama Cabang Banjarmasin). *Jwm (Jurnal Wawasan Manajemen)*, 10(1), 69–84. [Google Scholar](#)
- Irawan, A., Fathoni, A., & Hasiholan, L. B. (2019). The Effect Of Productivity, Managerial And Personality On Performance Appraisal Hr That Implications In Work Compliance (Case Study Of Production Employees At Pt. Bandeng Juwana Semarang). *Journal Of Management*, 5(5). [Google Scholar](#)
- Kristi, E. (2016). Pelaksanaan Pasal 35 Ayat (2) Undang-Undang Nomor 14 Tahun 2005 Tentang Guru Dan Dosen Berkaitan Dengan Beban Kerja Guru (Studi Di Sdn 06 Tanhung Balai Kecamatan Kuala Behe Kabupaten Landak). *Jurnal Hukum Prodi Ilmu Hukum Fakultas Hukum Untan (Jurnal Mahasiswa S1 Fakultas Hukum) Universitas Tanjungpura*, 4(3). [Google Scholar](#)
- Kussriyanto, B. (2015). *Meningkatkan Produktivitas Karyawan*. Pt Pustaka Binaman Pressindo. [Google Scholar](#)
- Maianto, T. (2021). Pengaruh Pelayanan Dan Kualitas Produk Terhadap Kepuasan Pelanggan Di Pt Bostik Indonesia. *Secad*, 1(1). [Google Scholar](#)
- Manulang, M. (2015). *Dasar-Dasar Manajemen Yogyakarta*. Gajah Mada Univ. Press. [Google Scholar](#)
- Manullang, M., & Hutabarat, E. (2016). *Manajemen Pemasaran*. [Google Scholar](#)
- Munandar, A. (2001). Analisis Struktur Retorika: Alternatif Pemahaman Koherensi Wacana Selebaran Partai Rakyat Demokratik. *Humaniora*, 13(2), 150–163. [Google Scholar](#)
- Nitisemito, A. S. (2015). *Manajemen Personalia, Cetakan Kedelapan*. Jakarta: Ghalia Indonesia. [Google Scholar](#)
- Pitono, A., & Avenus, A. (2018). Pengaruh Pengawasan Terhadap Kinerja Pegawai Dalam Meningkatkan Pelayanan Kesehatan Di Kota Palu Provinsi Sulawesi Tengah. *Sosiohumaniora*, 20(1), 15–21. [Google Scholar](#)
- Podgorecki, A., Welan, C. J., & Aksara, B. (N.D.). *Daily Archives: February 1, 2010*. [Google Scholar](#)
- Purwanto, M. N., & Sujarman, T. (2015). *Administrasi Dan Supervisi Pendidikan/M. Ngalim Purwanto*. [Google Scholar](#)
- Qustolani, A. (2017). Pengaruh Kepuasan Kerja, Keadilan Prosedural Dan Kompensasi Terhadap Kinerja Karyawan. *Jurnal Ilmiah Manajemen & Akuntansi*, 4(2), 78–86. [Google Scholar](#)
- Ranupandojo, H., & Husnan, S. (2018). *Manajemen Personalia, Edisi Keempat*. Yogyakarta: Bpfe. [Google Scholar](#)
- Ravianto, J. (2019). Orientasi Produktivitas Dan Ekonomi Jepang: Apa Yang Harus Dilakukan Indonesia? (No Title). [Google Scholar](#)

- Riani, N. L. T., & Putra, M. S. (2017). *Pengaruh Stres Kerja, Beban Kerja Dan Lingkungan Kerja Non Fisik Terhadap Turnover Intention Karyawan*. Udayana University. [Google Scholar](#)
- Rohida, L. (2018). Pengaruh Era Revolusi Industri 4.0 Terhadap Kompetensi Sumber Daya Manusia. *Jurnal Manajemen Dan Bisnis Indonesia*, 6(1), 114–136. [Google Scholar](#)
- Sabon, S. S. (2020). Problematik Pemenuhan Beban Kerja Guru Dan Alternatif Pemenuhannya (Studi Kasus Di Kota Depok Provinsi Jawa Barat). *Jurnal Penelitian Kebijakan Pendidikan*, 13(1), 27–44. [Google Scholar](#)
- Siagian, S. P. (2019). Organisasi, Kepemimpinan Dan Perilaku Administrasi Cetakan Kedelapan. *Jakarta. Cv. Haji Masagung*. [Google Scholar](#)
- Sigit, S. (2020). Teori Kepemimpinan Dalam Manajemen. *Yogyakarta: Penerbit Armurrita*. [Google Scholar](#)
- Sugiyono, S. (2017). Metode Penelitian Administrasi Dilengkapi Dengan Metode R&D. *Revisi. Alfabeta*, 53–70. [Google Scholar](#)
- Sunaryo, E., Sumadinata, R. W. S., & Alexandri, M. B. (2022). Evaluasi Kebijakan Penegakan Hukum Kejahatan Konvensional Di Polres Banjar Polda Kalimantan Selatan. *Responsive*, 5(4), 3017–3319. [Google Scholar](#)
- Supartha, I. W. G. (2020). *Pengaruh Stres Kerja Terhadap Kinerja Karyawan Dengan Motivasi Kerja Sebagai Variabel Mediasi*. Udayana University. [Google Scholar](#)
- Supranto, J. (2016). *Statistik Teori Dan Aplikasi, Jilid I*. [Google Scholar](#)
- Swastha, B., & Sukotjo, I. (2016). Pengantar Bisnis Modern, Edisi Ke Tiga. Penerbit. *Liberty, Yogyakarta*. [Google Scholar](#)
- Thoha, M. (2018). *Kepemimpinan Dalam Manajemen*. [Google Scholar](#)
- Ulinuha, A. M. (2017). *Pengaruh Kompetensi Dan Kompensasi Terhadap Kinerja Pegawai Di Koperasi Peternak Sapi Bandung Utara Kabupaten Bandung Barat (KPSBU JABAR)(Studi pada KPSBU JABAR)*. Fakultas Ekonomi dan Bisnis Unpas Bandung. [Google Scholar](#)
- Zulkifli, Z., Rahayu, S. T., & Akbar, S. A. (2020). Hubungan usia, masa kerja dan beban kerja dengan stres kerja pada karyawan service well company PT. Elnusa Tbk Wilayah Muara Badak. *Jurnal Kesehatan Masyarakat*, 5(1), 46. [Google Scholar](#)