

The Role of Interpersonal Conflict and Workload on Employee Work Stress

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Abstract, This study aims to determine the effect of interpersonal conflict and workload either partially or simultaneously on the work stress of employees of PT. Sanly Industries Indonesia. The sample of this research is 77 employees. The analysis technique in this research uses validity test, reliability test, classical assumption test, multiple linear regression analysis, t test, and F test. The research method used is quantitative research with descriptive and verification methods with data processing using statistical *software*. The results showed that interpersonal conflict and workload partially or simultaneously had a significant effect on employee work stress.

Keywords: interpersonal conflict, workload, work stress

1. Introduction

Human resources (HR) have an important role in the success of an organization or company. In a company, employees come from different backgrounds, motivations, characters, skills and physical strengths. The company's demands on employees often become an arena for competition between one employee and another. These background differences can create negative conditions at work, such as work stress. Stress as a negative consequence of modern living, someone stressed from overwork, job insecurity, information overload, and the increasing pace of life. These events produce distress as the degree of physiological, psychological, and behavioral deviation from healthy functioning [1]. Work stress is a feeling of depression experienced by employees that affects emotions, thought processes, and one's condition at work [2]. Work stress is a condition of tension that creates a physical and

psychological imbalance, which affects emotions, thought processes, and the condition of an employee [3].

Wijono (2006) in [4] classifies stress into two, namely eustress and distress. This study defines stress as distress due to negative feelings that arise from employees and have a negative impact on work results. The cause of distress comes from heavy tasks or responsibilities carried out in situations that are not supportive and stressful and persistent, this type of stress can also be caused by a trauma experienced by a person [5].

Handoko (2001) in [6] revealed that there are a number of working conditions that often cause stress for employees, including; excessive workload, time pressure or pressure, poor quality of supervision, insecure political climate, inadequate feedback on work performance, and insufficient authority to carry out responsibilities, role ambiguity, frustration, interpersonal and intergroup conflicts, differences between company and employee values, and various forms of change.

Several previous studies that are relevant to the variables studied, namely the research entitled the influence of interpersonal conflict and workload on employee work stress [4] that interpersonal conflict variables and workload variables have a positive and significant effect on employee work stress. Another study entitled the effect of interpersonal conflict, workload, and communication on employee work stress [7]. Conflict is a process in which one party perceives that its interests are being opposed or negatively affected by another party [1]. Conflict in the workplace can occur between workers which is called interpersonal conflict. Interpersonal conflict is a conflict that arises between two individuals. It can appear between co-workers, friends, family members, or between supervisors and employees [8]; [9]. Another factor that can cause job stress is work overload. Workload is a description of job duties and responsibilities that must be completed in a predetermined period of time [10]. Another category of workload is a combination of quantitative and qualitative overload. Physical and mental overload, i.e. having to do too much, is a possible source of job stress. The element that causes this quantitative overload is time pressure (Munandar, 2014: in [11]).

Understanding employee job stress and its causes is an important part of HR management by business organizations. Furthermore, the purpose of this research is to determine the effect of interpersonal conflict and work overload on work stress. To answer these problems, this study used a quantitative approach by conducting statistical analysis..

2. Research Method

The research method used is quantitative research with descriptive and verification methods with data processing using statistical software. The population in this study were 330 employees of PT. Sanly Industries Indonesia. The sampling technique uses probability sampling and purposive simple random sampling technique, which is a technique that provides equal opportunities for each element (member) of the population to select 77 employee as a member of the sample. Data collection techniques in this study is by distributing questionnaires. Furthermore, the data obtained were processed using a statistical software. The researcher used a questionnaire with an assessment of 1-5 points on a Likert scale from absolute disagree to absolute agree. Data analysis technique used is multiple linear regression analysis, the purpose of multiple linear regression analysis is to find out how much influence several independent variables have on the dependent variable. Testing the hypothesis in this study, namely the T test was carried out to test the significant relationship between the independent variable (X) and the dependent variable (Y). Does the independent variable partially affect the dependent variable. Next The F test is used to test whether or not the influence of interpersonal conflict (X1) and workload (X2) is significant on employee work stress (Y) simultaneously.

3. Results

The Pearson correlation value between interpersonal conflict variable and work stress variable is 0.743 where the value of this correlation coefficient is between the coefficient interval 0.60 - 0.799 which states the level of a "strong" positive relationship. And the correlation coefficient between the workload variable and the work stress variable is 0.855. The value of the correlation coefficient is between the coefficient interval 0.80 - 1.00 which states the level of a "very strong" positive relationship.

3.1 Coefficient of Determinant Test Results

Table 4.1 Results of the Determinant Coefficient Calculation

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1,	868 ^A ,	0.754	754,747	4.252

R square 0.754 meant that interpersonal conflicts and the workload of the employees simultaneously influence work stress 75.4%, another 24,6% influenced by variables outside this research.

3.2 Multiple Linear Regression Analysis

Table 4.2 Regression Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.814	3.091,			587,559
	Interpersonal Conflict	.266,		100,232	2,665,	009
	Workload	863,11,		680	7,798,	000

Based on the above calculation can be seen in multiple linear regression equation, namely, $Y = 1.814 + 0.266 + 0.863 + \epsilon$. The constant (α) has a value of 1.814 which means that if there is no interpersonal conflict and workload variable, then the value of work stress is 1.814 simply that even though employees of PT, Sanly Industries do not experience interpersonal conflict and workload, they can still feel stress at work. Furthermore, the regression coefficient on interpersonal conflict ($\beta_1 X_1$) is 0.266 and the regression coefficient on workload ($\beta_2 X_2$) is 0.863. This means that the influence of all independent variables in this study is in the same direction as the dependent variable. This means that if the two independent variables increase, the dependent variable will also increase and vice versa if the two independent variables decrease, the dependent variable will also decrease.

3.3 Hypothesis Testing

3.3.1 Hypothesis 1

The first hypothesis in this study aims to measure the effect of interpersonal conflict on work stress of employees in PT, Sanly Industries Indonesia. Results of first hypothesis from the table above it can be concluded that H_a is accepted and H_0 is rejected, the result seen from significant value is $0.009 < 0.05$ and the t value is $2.665 > t$ table (1.995) and so it can be which means that partially interpersonal conflict has a significant effect on work stress of employee at PT. Sanly Industries Indonesia. The result of this support research of [12]; [13]; [14] which state interpersonal conflict as single independent variable positive and significant effect to work stress.

3.3.2 Hypothesis 2

The second hypothesis in this study aims to measure the effect of workload on work stress of employees in PT, Sanly Industries Indonesia. From the table above it is known the significant value of workload is $0,000 < 0.05$ and t count $> t$ table ($7.798 > 1.995$) and regression coefficient of variable (β_2) 0.863 worth it can be concluded that H_a is accepted and H_0 is rejected, which means partial workload has a significant influence on employee stress. The result of this support research of [15]; [16] and [14] which state workload as single independent variable positive and significant effect to work stress.

3.3.3 Hypothesis 3

The third hypothesis in this study aims to measure the effect of interpersonal conflict and workload on work stress of employees in PT, Sanly Industries Indonesia. The results testing of third hypothesis are based on the following table

Table 4.3 Anova Analysis

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4103.149	2	2051.574	113.470,	000 ^b
	Residual	1337.942	74	18.080		
	Total	5441.091	76			

Based on the above table, it can be seen value significant for the variable effects of interpersonal conflicts and the workload of $0.000 > 0.05$ and F count $113.470 > F$ table (3.12). Based on the calculation results above, it can be concluded that H_a is accepted and H_0 is rejected, which means that simultaneously interpersonal conflict and workload have a significant effect on employee work stress. The result of this support research of [4] and [7] which state simultaneously interpersonal conflict and workload as independent variable positive and significant effect to work stress.

4. Discussion

The high performance of their human resources is the goal of HR management in every business organization. Barriers that are likely to be faced by each individual at work must be minimized, including psychological barriers called work stress. HR managers must always identify the factors that cause work stress (stressors) and eliminate them. This study found the influence of interpersonal conflict and workload as a stressor and the results of the analysis showed that both factors were influential and significant.

Responding to the results of this study, it is expected that companies, especially HR managers, will minimize the risk of work stress by managing interpersonal conflicts, so that conflicts that occur can be overcome. Another step is to encourage interpersonal

conflicts to have a positive impact on employees, for example making conflict a motivation to do better at work and make employees more competitive in a positive way. Another positive step that can be taken by HR managers in business organizations is to re-evaluate the workload given to each employee so that the burden borne can be in accordance with the capabilities of each employee. This step can be done by rearranging job descriptions and adjusting them to the abilities and levels of competence of each employee. On the other hand, several steps that can be taken include providing performance-based rewards and fairness to employees as a way to reduce stress levels at work. Providing a reward system in the form of door prizes and recreation/family gatherings every year, in addition to reducing stress, it can also strengthen the relationship between employees. employees and employees and the relationship between employees and superiors.

5. Conclusion

Interpersonal conflict has a significant positive effect on employee work stress at PT. Sanly Industries Indonesia which if employees experience conflicts with coworkers will affect the level of stress at work.

Workload has a significant positive effect on employee work stress at PT. Sally Industries Indonesia. It can be concluded that the workload, both quantitatively and qualitatively, will affect the level of stress at work.

Simultaneously it is known that interpersonal conflict and workload together have a significant effect on employee work stress at PT. Sally Industries Indonesia. Which means that these two variables can affect the level of stress experienced by employees at work.

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