



## Analysis of the Influence of Work Stress and Workload on Employee Performance (Literature Review of Human Resource Management)

Tata Arya Cahyaaty<sup>1</sup>, Reni Silviah<sup>2</sup>

<sup>1</sup>Bhayangkara Jakarta Raya University, Indonesia, [cahyaatytataarya@gmail.com](mailto:cahyaatytataarya@gmail.com)

<sup>2</sup>Bhayangkara Jakarta Raya University, Indonesia, [renisilviah5@gmail.com](mailto:renisilviah5@gmail.com)

Corresponding Author: [cahyaatytataarya@gmail.com](mailto:cahyaatytataarya@gmail.com)<sup>1</sup>

**Abstract:** Literature Review analysis of the influence of work stress and workload on employee performance is a scientific article with the aim of analyzing whether work stress and workload affect employee performance. The method uses a literature review approach, which aims to study and analyze various sources of literature related to the influence of employee performance, especially in the context of work stress and workload. The results of this article are: 1) Work stress affects employee performance, 2) Workload affects employee performance. Apart from these 2 exogenous variables that affect the endogenous variable of viral marketing, there are many other factors including work motivation, job satisfaction and organizational culture.

**Keyword:** Work Stres, Workload, Employee Perfomance

### INTRODUCTION

In an era of increasingly competitive business competition, organizations are required to continue to improve performance through optimization of human resources (HR). One of the crucial factors in achieving organizational goals is employee performance. Optimal performance is not only determined by individual abilities and competencies, but also by the psychological conditions and workload faced by employees. Two important aspects that affect performance are work stress and workload.

Work stress is an individual's reaction to excessive work pressure that is not in accordance with their abilities and expectations (Mangkunegara, 2017). When employees experience prolonged stress, this can reduce work motivation, loyalty, and the quality of work results. On the other hand, an unbalanced workload, both quantitatively and qualitatively, can also be the main cause of stress and decreased performance (Vanchapo, 2020).

Several previous studies have shown that work stress and workload have a significant relationship to employee performance, both directly and indirectly (Kasmir, 2019; Sinambela, 2019). Therefore, it is important for human resource management to understand how these

two variables affect employees, in order to create a healthy and productive work environment.

This article aims to present a critical analysis of various literatures that discuss the relationship between work stress, workload, and employee performance. Previous studies have shown a complex and mutually influencing relationship between the three variables. In many cases, work stress and workload that are not managed properly have been shown to reduce performance, while effective workload management and stress coping strategies can actually increase the efficiency and quality of employee output. This study aims to determine whether work stress and workload have an effect on employee performance. Based on references from the problems that have been explained previously. The questions of the scientific article Literature Review are as follows:

1. Does Work Stress Affect Employee Performance?
2. Does Workload Affect Employee Performance?

## **METHOD**

This study uses a descriptive qualitative approach through the literature review method. Literature review was chosen as the main method because this article aims to review, analyze, and synthesize various previous research results that discuss the effect of work stress and workload on employee performance in the context of human resource management (HRM). Literature searches were carried out systematically through various leading scientific journal databases such as Google Scholar, ScienceDirect, ProQuest, Emerald Insight, and SpringerLink.

## **RESULTS AND DISCUSSION**

### **Results**

The results of this article based on problem background, objectives, and methods are as follows:

#### **Employee Performance**

According to Sutrisno, performance is the result of work that can be achieved by a person or group of people in an organization in accordance with the limits of their authority and responsibility, in relation to achieving the goals of the organization concerned, legally, without violating the law and in accordance with moral and ethical principles. (Verianto, 2018) defines performance as the actions and results achieved by workers, where performance is the outcome of work, because it provides a strong relationship with the strategic goals of the organization. (Sutrisno, 2016). Edison defines performance as the result of a process that is measured over a certain period of time based on previously established provisions and agreements. (Edison, 2016).

Employee performance indicators according to Mahsum in (Silviah, R., 2024) consist of: 1) Prioritizing teamwork, 2) Effective and efficient service, 3) Level of educational skills according to the field of work, 4) Employees can carry out tasks in accordance with organizational procedures and policies.

Employee performance has been widely studied by previous researchers, including: (Silviah, R., 2024), (Candana, D. M., Ali, H., & Zefriyenni, Z., 2023), (Wahono, S., & Ali, H., 2023), (Andina, N., & Ali, H., 2024), (Irawan, C. R., & Ali, H., 2024), (Adisti, A. Et al., 2024).

#### **Work Stres**

According to (Mangkunegara, 2017) work stress is a feeling of pressure experienced by employees in dealing with work. Symptoms include unstable emotions, feelings of restlessness, liking to be alone, difficulty sleeping, excessive smoking, unable to relax, anxiety, tension, nervousness, increased blood pressure, and digestive disorders. (Vanchapo,

2020) defines work stress as an emotional state that arises due to a mismatch between the workload and the individual's ability to cope with the work stress they face. (Rivai, 2019) explains that work stress is a condition of tension that creates a physical and psychological imbalance that affects the emotions, thought processes, and conditions of an employee.

According to (Pranitasari & Kusumawardani, 2021) this study revealed that work stress can affect employee work engagement and work ethics. The dimensions of work stress identified include: 1) Workload: The number and complexity of tasks given; 2) Work environment: Physical and social conditions in the workplace.

Work stress has been widely studied by previous researchers, including: (Pratiwi, N. P., & Ali, H., 2023), (Adisti, A. Et al., 2024), (Ali, H., & Mulyati, S., 2020), (Fhauzan, R. F., & Ali, H., 2024), (Bhastary, M. D., 2020).

### **Workload**

(Vanchapo, 2020) defines workload as a process or activity that must be completed immediately by a worker within a certain period of time. If the worker is able to complete the task given, then it is not a workload. However, if the worker is unsuccessful, then the task becomes a workload. (Koesomowidjojo, 2017) explains that workload is a process in determining the number of hours of human resource work used and needed to complete a job for a certain period of time. (Kasmir, 2019) states that workload is a comparison between the total standard time to complete tasks and work to the total standard time.

Workload dimensions according to Munandar 2016 include: 1) Physical Demands: Certain working conditions can produce optimal work performance, in addition to having an impact on employee performance, physical conditions also have an impact on the mental health of a worker; 2) Task Demands: Shift work or night work often causes fatigue for employees due to excessive workload. Excessive workload and too little workload can affect an employee's performance. In (Silvia, R., 2024) the indicators used to determine the workload were developed from the research results of Zaki and Marzolima (2016) which consisted of 1) Amount of work, 2) Work targets, 3) Boredom, 4) Overload, 5) Work pressure.

Workload has been widely studied by previous researchers, including: (Ali et al., 2016), (Adisti, A. Et al., 2024), (Fhauzan, R. F., & Ali, H., 2024), (Bhastary, M. D., 2020), (Nabawi, R., 2019), (Dhanias, D. R., 2012), (Saputra, A. A., 2022).

### **Discussion**

#### **Work Stress on Employee Performance**

Job stress is a condition of tension felt by employees due to work pressure that is not balanced with their abilities and resources. According to Mangkunegara (2017), job stress can reduce the effectiveness, efficiency, and productivity of individuals in completing their tasks. Research conducted by Julvia (2017) shows that high levels of stress cause decreased concentration, increased work errors, and decreased employee job satisfaction in an academic environment.

Similar results were found in a study by Asizah (2020) who studied employees at PT Haji Andi Wittiri Makassar. She found that job stress had a significant negative effect on employee performance with a contribution of 19.8%. Pressure from superiors, tight deadlines, and lack of social support in the workplace are the main sources of stress. When stress is not handled properly, employee work motivation, loyalty, and productivity tend to decrease. However, several studies have also shown that the effect of job stress on performance can be mediated by other factors. For example, Mustikasari and Frianto (2024) showed that work-life balance acts as an intervening variable that can reduce the negative impact of stress on performance. This suggests that organizations need to take an active role in providing a psychologically healthy work environment to maintain and improve employee performance.

This research is in line with research conducted by: (Mustikasari dan Frianto, 2024), (Asizah, 2020), (Pratiwi, N. P., & Ali, H., 2023), (Adisti, A. Et al., 2024), (Ali, H., & Mulyati, S., 2020), (Fhauzan, R. F., & Ali, H., 2024), (Bhastary, M. D., 2020), (Silviah, R., 2024), (Candana, D. M., Ali, H., & Zefriyenni, Z., 2023), (Wahono, S., & Ali, H., 2023), (Andina, N., & Ali, H., 2024), (Irawan, C. R., & Ali, H., 2024), (Adisti, A. Et al., 2024).

### **Workload on Employee Performance**

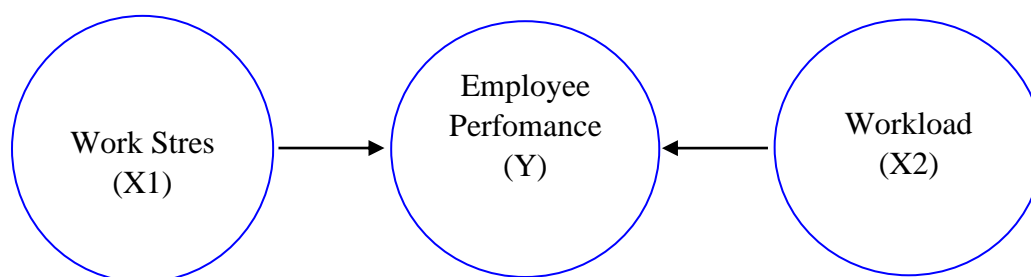
Workload is one of the important factors that can affect employee performance. Research by Fatkhuri and Riyanto (2019) shows that high workload has a positive and significant effect on employee performance. However, research by Polakitang et al. (2019) at PT Esta Group Jaya found that workload did not have a significant effect on employee performance. This difference in results indicates that the effect of workload on employee performance can be influenced by other factors such as the work environment and work stress. In addition, research by Prabhawanti et al. (2020) at PT Tirta Mumbul Jaya Abadi showed that workload had a significant effect on employee performance. This study also found that workload had an effect on work stress, which in turn affected employee performance. This shows that work stress can act as a mediating variable in the relationship between workload and employee performance.

Overall, these studies show that workload can affect employee performance, both directly and indirectly through other variables such as work stress. Therefore, company management needs to pay attention to the arrangement of a balanced workload and provide adequate support to reduce work stress, in order to improve employee performance.

This research is in line with research conducted by: (Fatkhuri dan Riyanto, 2019), (Prabhawanti et al., 2020), (Ali et al., 2016), (Adisti, A. Et al., 2024), (Fhauzan, R. F., & Ali, H., 2024), (Bhastary, M. D., 2020), (Nabawi, R., 2019), (Dhanial, D. R., 2012), (Saputra, A. A., 2022), (Silviah, R., 2024), (Candana, D. M., Ali, H., & Zefriyenni, Z., 2023), (Wahono, S., & Ali, H., 2023), (Andina, N., & Ali, H., 2024), (Irawan, C. R., & Ali, H., 2024), (Adisti, A. Et al., 2024).

### **CONCEPTUAL FRAMEWORK**

Based on the problem formulation, theoretical studies, relevant previous research and discussion of the influence between variables, the framework for this article is as follows.



**Figure 1. Conceptual Framework**

- And there are many other factors that influence Employee Performance (Y), including:
- Work Motivation : (Ali, H, et al., 2022) (Ali, H., 2016), (Silviah, R., 2024), (Afuan, M., Ali, H., & Zefriyenni, Z., 2023), (Mailina, S., & Ali, H., 2024)
  - Job Satisfaction: (Silviah, R., 2024), (Afuan, M., Ali, H., & Zefriyenni, Z., 2023), (Kasra, E., & Ali, H., 2023), (Mulya Putri et al., 2023).
  - Organizational Culture: (Ali, H, et al., 2022), (Silviah, R., 2024), Prasetyo., Ali, H., & Rekarti, 2023), (Ali, M. M., & Ali, H., 2023).

## CONCLUSION

This study aims to determine whether work stress and workload affect employee performance. Based on the article's questions, the following conclusions can be drawn from this study: 1) Work stress affects employee performance, 2) Workload affects employee performance.

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