UDC 331

THE ROLE OF WORK STRESS IN MEDIATING THE EFFECT OF WORKLOAD AND WORK CONFLICT ON THE PERFORMANCE OF CIVIL SERVANTS IN PUBLIC HIGH SCHOOL EDUCATION IN DENPASAR

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ABSTRACT

This study aims to examine the effect of the role of work stress in mediating the effect of workload and work conflict on the performance of civil servants in senior high schools in Denpasar. The sample used in this study was 53 civil servants education staff of 10 State Senior High Schools in Denpasar with a sampling method that was saturated sampling. The data were analyzed by using PLS-based SEM analysis technique. The results show that workload has a significant negative effect on performance, work conflict has a significant negative effect on performance, work stress has a significant negative effect on performance, workload has a significant positive effect on work stress, work conflict has a significant positive effect on work stress, work stress can mediate significantly partially the effect of workload on performance, and work stress can partially mediate the effect of work conflict on performance. It is recommended that each school understand the level of workload, work conflict, and work stress so as to improve performance.

KEY WORDS

Workload, work conflict, work stress, performance.

All segments of human life on earth have been disrupted by the Covid-19 pandemic, without exception education. Many countries have decided to close schools and universities, including in Indonesia. Job demands that refer to the physical, psychological, or social-organizational aspects of work whose energy-draining processes cause people to experience energy loss and exhaustion leading to stress, fatigue, and health problems. In contrast, work resources refer to the physical, psychological, social, or organizational aspects of a work that reduce work demands while stimulating work motivation, personal growth, and development (Galanti, et al. 2021). The performance of civil servants in Indonesia is contained in the Regulation of the Minister of Administrative Reform and Bureaucratic Reform No. 8 of 2021 concerning the Performance Management System for Civil Servants. Performance is the result of work and work behavior that has been achieved in completing the tasks and responsibilities given within a certain period (Kasmir, 2018: 182).

An employee's performance will decrease if the employee experiences an obstacle in carrying out his work, both external and internal constraints. The decline in the performance of education personnel occurred at SMA Negeri in Denpasar. Based on the results of brief interviews with 10 employees and the Head of Administration, there are still educational staff whose performance is not optimal, namely education staff employees whose performance targets have not been 100% met and their work completion has exceeded the deadline. Based on observations of 10 education staff for all high schools in Denpasar, in carrying out their duties or work there were 7 education staff who did not understand using computer technology and were still reluctant to increase their potential in using computerization.

In this New Normal era, the workload has increased because there are still many employees who are not familiar with Information Technology and are not proficient in operating computers which results in a decrease in the performance of each employee because most of the work, both internal and external, is related to other schools or related agencies required to be implemented online or online. The workload given to employees is often not in accordance with the skills and expertise they have (Asnora, 2020). Conditions like this often lead to work conflicts with co-workers and superiors because of differences of

opinion about various organizational policies and the workload that employees feel heavy (Paramita, 2019). Another phenomenon that occurs in public high schools in Denpasar is conflict due to differences in opinion caused by changes in the work system from conventional to digital. Conflicts that occur in an organization in general will have an influence on the work atmosphere. Apart from that, in this modern era, which is characterized by high demands on people's needs and socio-economic pressures, which are quite heavy and complicated. This happens because there are many people with their own thoughts and opinions in dealing with the complexities of work faced by organizations (Darman and Wiranawata, 2020).

Phenomena such as workload and work conflict will certainly increase employee stress and affect their performance. Increased work stress will result in decreased performance and of course very detrimental to the employee and the agency. This reason provides an understanding that the workload experienced by individuals involved in an organization can actually have a considerable impact on the person concerned and can cause stress. Work stress can interfere with employee health, both physically and emotionally. Work stress faced by vulnerable employees results in decreased work performance, increased absenteeism and is prone to accidents (Saranani, 2013). Excessive work stress can also trigger instability in the emotional level of employees which results in a lack of control over the work being done (Ekhsan and Septian, 2021).

According to Mangkunegara (2016: 9) employee performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with his responsibilities and expressions such as output, efficiency, and effectiveness which are often associated with productivity. Performance is organizational behavior that is directly related to the production of goods or the provision of services. Performance is often understood as the completion of tasks, and the term task itself comes from the thought of activities required by workers (Etriani et al. 2022).

Workload is a number of activities that must be completed by an organizational unit or position holder systematically by using job analysis techniques, workload analysis techniques, or other management techniques within a certain period of time to obtain information about the efficiency and effectiveness of an organizational unit (Apriyanto and Haryono, 2020). Workload is a series of activities that must be completed by an organizational unit or position holder within a certain period of time (Asnora, 2020).

Understanding work conflict is a disagreement between two or more members of the organization or groups in the organization that arises because they have to use scarce resources together or carry out activities together or because they have status, goals, values and perceptions. different. (Nainggolan and Intira, 2019). Conflict is an unhealthy competition based on ambition in matters such as incompatibility, disagreement or tension both within individuals and social entities such as individuals, groups or organizations (Hatmawan, 2015).

Work stress is an unpleasant emotional situation that an individual experiences when the work requirements are not matched by his or her ability to cope with the situation. This is a well-known phenomenon expressing itself differently in various work situations and affect workers differently (Ehsan, et al. 2019). Work stress is defined as an employee's reaction to characteristics at work that seem mentally and physically threatening. High levels of work stress can make employees unhealthy, less motivated, less productive, and less secure at work.

The theory used in this study is social exchange theory which according to Cook (2015) is one of the main theories of social interaction in the social sciences. Social exchange theory is one of the main orientations for the analysis of social interaction and social structure. Social relations are seen in terms of cost advantages and benefits exchanged in interactions. This social exchange theory basically applies the concept of profit and loss, meaning that it must be balanced. The more often or not this is done will have an impact on the individual's actions, whether he will feel valued or even feel unappreciated.

Previous research stated that workload and competence had an indirect effect on performance through the work stress of civil servants at the Small and Medium Enterprise

Cooperative Office of the Special Region of Yogyakarta (Pramesthi et al. 2020). Putri and Rahyuda (2019) in their research stated that work stress mediates the effect of workload on the performance of Bharata Sport and Fashion employees. This shows that workload has an indirect effect on employee performance if mediated by work stress. Jumaniar (2019) in his research states that work stress does not mediate conflict on employee performance at PT. Jasa Raharja (Persero) North Sumatra Branch.

Based on the description of the problems and previous research, the following research hypotheses can be drawn: H1: Workload has a negative and significant effect on performance, H2: Work conflict has a negative and significant effect on performance, H3: Work stress has a negative and significant effect on performance, H4: Workload has a positive and significant effect on work stress, H5: Work conflict has a positive and significant effect on work stress, H6: Work stress mediates workload on performance, and H7: Work stress mediates work conflict on performance.

METHODS OF RESERCH

This research was conducted at ten public high schools in Denpasar in each different sub-district. SMA Negeri 1, SMA Negeri 7, and SMA 8 Denpasar represent North Denpasar District, SMA Negeri 3 Denpasar and SMA Negeri 9 Denpasar represent the East Denpasar sub-district, SMA Negeri 2 and SMA Negeri 4 Denpasar represent West Denpasar sub-district, and SMA Negeri 5, SMA Negeri 6 Denpasar, and SMA Negeri 10 Denpasar represent the South Denpasar sub-district. The population in this study were all civil servant education staff in 10 public high schools in Denpasar, amounting to 53 people. The sample in this study was the entire population of 10 public high schools in Denpasar. The sampling method used is purposive sampling method. Where the technique used is the sampling technique by sampling saturated (census). The data collection methods used in this study were interviews and questionnaires. The questionnaire data was tested by instrument testing through validity and reliability tests to ensure the feasibility of the data. Furthermore, the data were analyzed using the Structural Equation Modeling (SEM) method using Partial Least Square (PLS). The data obtained from the research results will be tested and analyzed using SmartPLS software. To test the mediation with Structural Equation Modeling (SEM) using Partial Least Square (PLS), the method of measuring mediation by Hair et al.

RESULTS AND DISCUSSION

The questionnaires were distributed from July 11 2022 to July 14 2022. The distribution of the questionnaires consisted of 53 respondents with a return rate of 100% so that the respondents used in this study were 54 people. The technique used is the technique of sampling saturated sampling (census) which is a technique of determining the sample with all members of the population used as a sample. Based on gender characteristics, it can be seen that the number of respondents who were female was more dominant, namely 29 people or 54.72 percent and male sex as many as 24 people or 45.28 percent. It can also be seen that most of the respondents in this study had a senior high school education of 22 people or 41.50 percent. Then Diploma as many as 9 people or 16.98 percent. Then Bachelor degree (S1) as many as 20 people or 37.73 percent. Meanwhile, the other 2 people or 3.77 percent had the last Master degree (S2). The research instrument was measured using a validity test and a reliability test which aimed to measure whether each item of the research instrument used was valid and reliable.

The workload variable was measured using 6 statement indicators. Based on the distribution of respondent's answers, the indicator that has the highest average value is the X1.5 indicator which reads "Unable to do additional tasks due to fatigue" and the indicator that has the lowest average value is the X1.6 indicator which reads "Not enough time to do additional tasks from superiors every day". The work conflict variable was measured using 9 statement indicators. Based on the distribution of respondent's answers, the indicator that has the highest average value is the X2.5 indicator which reads "I feel that between me and

my co-workers there are differences in determining the causes of problems related to work" and the indicator that has the lowest average value is indicator X2.3 which reads "I feel that between me and my co-workers have a different vision in the task or work". The work stress variable was measured using 6 statement indicators. The indicator that has the highest average value is the Z5 indicator which reads "The school has set targets that are too high so that it burdens me" and the indicator that has the lowest average value is the Z3 indicator which reads "The work I do at this school is not in accordance with my skills". The performance variable is measured using 5 statement indicators. The indicator that has the highest average value is the Y3 indicator which reads "I always carry out the main tasks with a high level of discipline according to the rules listed in the employee's work goals" and the indicator that has the lowest average value is the Y5 indicator which reads "I always carry out the main task responsibly with the rules outlined in the employee performance targets.

Table 1 – Characteristics of Respondents

No	Characteristics	Classification	Total(person)	percentage (%)
1	Gender	Male	24	45,28
		Female	29	54,72
		Total	53	100
2	Position	Human Resources Analyst Apparatus	10	18,86
		Financial Manager	20	37,73
		Personnel Manager	5	9,43
		General Administration	1	1,88
		Library Administration	4	7,54
		Data Manager	1	1,88
		BMD Utilization Manager	9	16,98
		Student Administration	3	5,66
		Total	53	100
3	Education Final	Senior High School	22	41,50
		Diploma (D 1/2/3/4)	9	16,98
		Bachelor (S1)	20	37,73
		Postgraduate (S2)	2	3,77
		Total	53	100
4	Work unit	SMAN 1 Denpasar	11	20,75
		SMAN 2 Denpasar	5	9,43
		SMAN 3 Denpasar	4	7,55
		SMAN 4 Denpasar	4	7,55
		SMAN 5 Denpasar	6	11,32
		SMAN 6 Denpasar	6	11,32
		SMAN 7 Denpasar	6	11,32
		SMAN 8 Denpasar	7	13,21
		SMAN 9 Denpasar	2	3,77
		SMAN 10 Denpasar	2	3,77
		Total	53	100

Source: Primary data processed, 2022.

The analytical technique used in this study uses Structural Equation Modeling with the Partial Least Square (PLS) method approach. This research uses the Smart PLS program tool. Data analysis was carried out in two stages, namely testing the outer model and inner model.

Testing the direct effect using Partial Least Square (PLS) analysis to test the research hypothesis. Hypothesis testing is done by using the t-statistics value and looking at the p-value. If the t-statistics value ≥ t-table value (1.96) or p-value <0.05, then Ho is rejected and the research hypothesis is accepted.

Hypothesis 1 on the workload variable (X1) on performance (Y) has a p-value of 0.000 and a t-statistics value of 4.159 which states that the hypothesis is accepted. These results indicate that there is a direct effect of workload (X1) on performance (Y). Hypothesis 2 on work conflict variable (X2) on performance (Y) has a p-value of 0.046 and a t-statistic value of 2.000 which states that the hypothesis is accepted. These results indicate that there is a direct effect of work conflict (X2) on performance (Y).
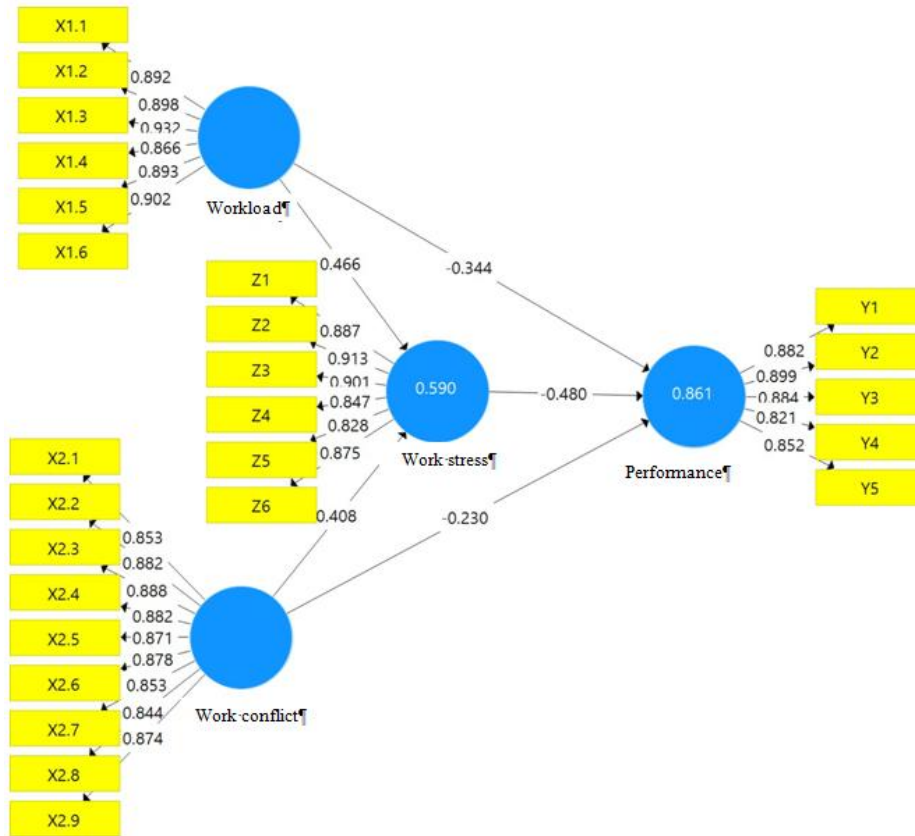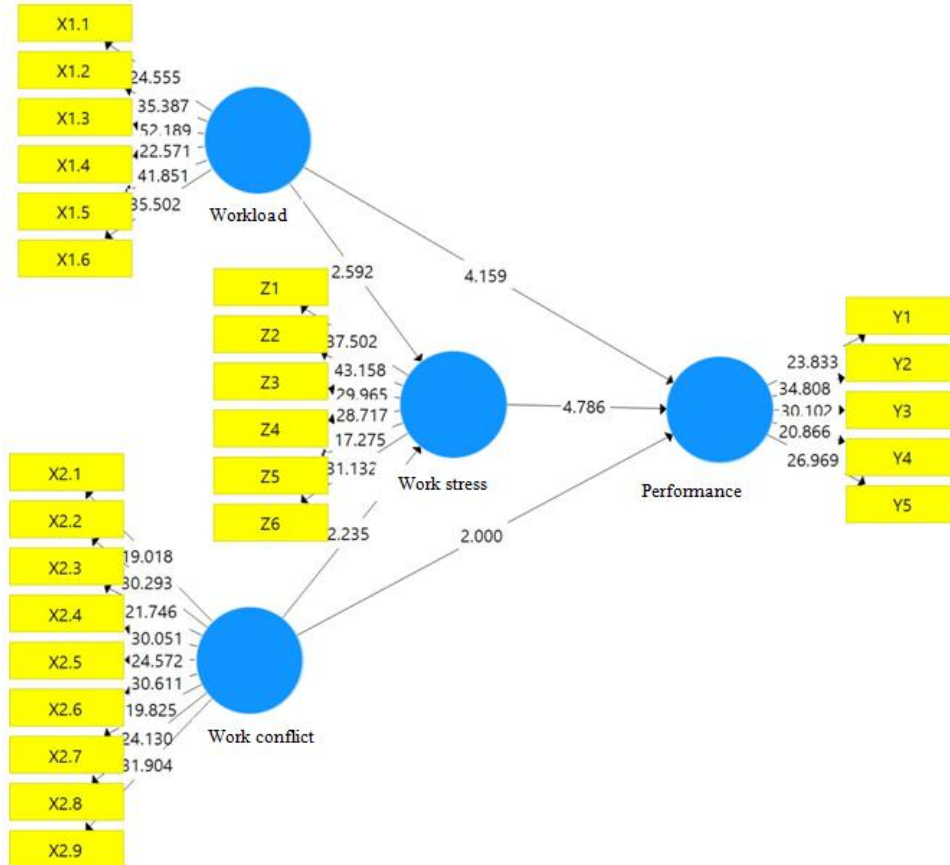
Figure 1 – Loading Factors Diagram

Figure 2 – Structural Model of Bootstrapping Test Results

Table 2 – Results of the Direct Influence Test between Variables

No.	Construct	Coefficient Track	T-Statistics	P-Values	Information
1	Workload (X1) -> Performance (Y)	-0,344	4,159	0	Significant
2	Work Conflict (X2) -> Performance (Y)	-0,23	2	0,046	Significant
3	Work Stress (Z) -> Performance (Y)	-0,48	4,786	0	Significant
4	Workload (X1) -> Work Stress (Z)	0,466	2,592	0,01	Significant
5	Work Conflict (X2) -> Work Stress (Z)	0,408	2,235	0,026	Significant

Source: Primary data processed, 2022.

Hypothesis 3 on the variable work stress (Z) on performance (Y) has a p-value of 0.000 and a t-statistics value of 4.786 which states that the hypothesis is accepted. These results indicate that there is a direct effect of work stress (Z) on performance (Y). Hypothesis 4 on the workload variable (X1) on work stress (Z) has a p-value of 0.010 and a t-statistics value of 2.592 which states that the hypothesis is accepted. These results indicate that there is a direct effect of workload (X1) on work stress (Z). Hypothesis 5 on the variable work conflict (X2) on work stress (Z) has a p-value of 0.026 and a t-statistics value of 2.235 which states that the hypothesis is accepted. These results indicate that there is a direct effect of work conflict (X2) on work stress (Z).

Table 3 – Indirect Effects Bootstrapping Test Results

No.	Variable Mediation	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistic (|O/STDEV|)	P Values
6	Workload (X1) -> Work Stress (Z) -> Performance (Y)	-0,223	-0,225	0,099	2,256	0,024
7	Work Conflict (X1) -> Work Stress (Z) -> Performance (Y)	-0,196	-0,191	0,088	2,219	0,027

Source: Primary data processed, 2022.

Testing mediation with Structural Equation Modeling (SEM) using Partial Least Square (PLS) through PLS-SEM indirect effects bootstrapping analysis. The magnitude of the parameter coefficient for hypothesis 6 on the workload variable (X1) on performance (Y) through work stress (Z) is -0.223, which means that there is a negative indirect effect of the workload variable (X1) on performance (Y) through work stress (Z). The higher the level of workload, the performance through work stress will decrease. The p-value obtained is 0.024 > 0.05 so that H0 is rejected and H1 is accepted, which means the indirect effect of workload (X1) on performance (Y) through work stress (Z) is statistically significant. The magnitude of the parameter coefficient for hypothesis 7 on the work conflict variable (X2) on performance (Y) through work stress (Z) is -0.196, which means that there is a negative indirect effect of work conflict (X2) on performance (Y) through work stress (Z). The higher the work conflict, the performance through work stress will decrease. The p-value obtained was 0.027 <0.05 so that H0 was rejected and H1 was accepted, which means that the indirect effect of work conflict (X2) on performance (Y) through work stress (Z) is statistically significant.

Mediation testing for two work stress mediation roles, namely the role of work stress mediation on the effect of workload on performance. For the first mediation, workload on performance through work stress, P1 is positive significant P2 is significant but negative as well as P3 is significant but negative which means there is a complementary (Partial Mediation) role of mediation from work stress on the effect of workload on performance. So work stress partially mediates the effect of workload on employee performance. The role of mediating work stress on the effect of work conflict on performance. For the second mediation, work conflict on performance through work stress, P1 is positive significant P2 is significant but negative as well as P3 is significant but negative which means there is a complementary (Partial Mediation) role of mediation from work stress on the effect of workload on performance. So work stress partially mediates the effect of work conflict on employee performance.

CONCLUSION

Based on the results of the discussion, it can be concluded that workload has a significant effect on the performance of PNS education staff at SMA Negeri in Denpasar. These results explain that the higher the level of employee workload, the performance of civil servants in SMA Negeri Denpasar education staff will decrease. Work conflict has a significant effect on the performance of civil servants in SMA Negeri Denpasar. These results explain that the higher the level of employee work conflict, the performance of civil servants in SMA Negeri Denpasar will decrease. Work stress has a significant effect on the performance of civil servants in SMA Negeri Denpasar. These results explain that the higher the level of employee work stress, the performance of civil servants in SMA Negeri Denpasar will decrease. Workload has a significant effect on the work stress of civil servants at SMA Negeri in Denpasar. These results explain that the higher the level of employee workload, the work stress of civil servants at SMA Negeri Denpasar will increase. Work conflict has a significant effect on the work stress of civil servants in public senior high schools in Denpasar. These results explain that the higher the level of employee work conflict, the higher the work stress of civil servants in the public senior high school education staff in Denpasar. Work stress can partially mediate the effect of workload on the performance of civil servants at SMA Negeri Denpasar. This result explains that the more the high level of employee work stress, then the impact on the effect of workload on the performance of PNS education staff at SMA Negeri in Denpasar. The higher the level of workload, the performance through work stress will decrease. Work stress can partially mediate the effect of work conflict on the performance of civil servants at SMA Negeri Denpasar. These results explain that the higher the level of employee work stress, the impact on the effect of work conflict on the performance of PNS education staff at SMA Negeri in Denpasar. The higher the work conflict, the performance through work stress will decrease.

Based on the results of the discussion and conclusions, the suggestions that can be given are based on the highest respondent's answer score on the workload variable, it is recommended that the Public High School in Denpasar pay attention to providing additional work according to the portion of each employee so as not to cause excessive fatigue. Additional work that is done will not get maximum results if it is done in bad conditions. Based on the highest respondent's answer score on the work conflict variable, it is recommended that the Public High School in Denpasar to communicate between employees and the leadership if there is a conflict between employees regarding differences of opinion in determining the causes of work-related problems so that problems can be resolved as soon as possible and do not interfere with work. This will be able to avoid worse conflicts such as prolonged conflicts which of course will cause divisions between employees which will affect the performance of all education staff employees. Based on the highest respondent's answer score on the work stress variable, it is recommended that the Public High School in Denpasar adjust the targets set by each school so that each employee can achieve it in each field. Based on the score of the lowest respondent's answers on the performance variable, it is recommended that the Public High School in Denpasar direct employees to adjust the employee performance targets that are made every year with the conditions of work that will be carried out in the current year and in accordance with their respective main tasks responsibly so that what written in the employee performance targets that have been agreed to be able to be implemented and completed properly by each civil servant education staff at SMA Negeri in Denpasar and are full of responsibility according to the rules outlined in the employee performance targets.

Future research can be conducted in different areas, different times, and different institutions or agencies to add to empirical evidence regarding the relationship between workload, work conflict, work stress and performance. This research can then use other variables such as job satisfaction, work engagement, and work-family conflict. The researcher hopes that further research will be able to explain the factors that affect the performance of civil servants of public high school education staff in Denpasar in more depth and can obtain better results.

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