

The Effect of Workload, Interpersonal Conflict on Work Stress with Work Motivation as A Variable Moderating at BPJS Employment Branch Offices in Medan Raya

Ade Ilham Jusuf¹, Muhammad Isa Indrawan²

Magister Manajemen, Universitas Pembangunan Panca Budi, Indonesia

*Correspondence Email: adeilham88@gmail.com

Abstract

In this study, researchers wanted to see the direct and indirect effects between workload variables and interpersonal conflict as independent variables and work motivation as a moderating variable and job stress as the dependent variable. This type of research uses quantitative, this research was conducted at BPJS Employment Branch Office Se-Medan Raya. The population of this study was 80 employees and the sample used was all the population using the saturated sample technique. The data source used is primary data sources and the data collection is done by distributing questionnaires. The research model used is path analysis with smart PLS version 3.3.3. as a research measurement tool. The results of this study are as follows Interpersonal conflict has a positive and insignificant effect on work stress with an original sample value of 0.096 and p values 0.514. Workload has a positive and significant effect on job stress with an original sample value of 0.580 and p values of 0.000. Interpersonal conflict has a positive and significant effect on job stress through work motivation directly with the original sample result of 0.179 and p values 0.001. Workload has a positive and insignificant effect on work stress through work motivation with an original sample value of 0.013 and p values of 0.802.

Keywords: Workload, interpersonal conflict, organizational commitment, work motivation, work stress.

INTRODUCTION

One measure of a company's success is the company's performance that continues to increase over time. Along with the increasing operational performance of BPJS Ketenagakerjaan, the workload faced by employees also increases. Based on the results of interviews conducted by researchers with BPJS Ketenagakerjaan employees, employees have a high workload or work demands because employees must meet the time specified by the company in processing BPJS Ketenagakerjaan participant claim documents, especially in the process of verifying documents and data for Old Age Security (JHT) claim participants, in particular, they must be careful and coordinate with the company for certain data or cases. Interpersonal conflict as explained by Wijono (2012) is a conflict that is likely to behave more regularly in relationships between people and people in an agency. Robbin and Judge (2013) explained that interpersonal conflict is influenced by factors, one of which is communication as a method of exchanging messages between people or between small institutions, with many consequences and little entry. This communication plays a crucial feature in social interaction because through this communication it can be a source of interpersonal conflict. Job stress is a situation that can be divided into unique components, in the form of emotional stress, fear, and lack of involvement in sports responsibilities. Modern lifestyles are increasingly complex, humans will tend to have fun under stress if they cannot change their desire for the truth around them, every reality is around them. Or outside

of themselves. All types of stress are basically due to human lack of knowledge about their obstacles.

Formulation of the problem

1. What is the workload? has a positive and significant effect on work stress at BPJS Employment Branches in Medan Raya.
2. Does interpersonal conflict have a positive and significant effect on work stress at BPJS Employment Branches in Medan Raya?
3. Does work stress have a positive and significant effect on work motivation at BPJS Employment Branches in Medan Raya?
4. Does interpersonal conflict have a positive and significant effect on work stress moderated by work motivation at BPJS Ketenagakerjaan Branches in Medan Raya.
5. Does workload have a positive and significant effect on work stress moderated by work motivation at BPJS Ketenagakerjaan Branches in Medan Raya.

Research purposes

1. To find out and analyze the effect of workload on work stress at BPJS Employment Branches in Medan Raya.
2. To find out and analyze the influence of interpersonal conflict on work stress at BPJS Employment Branches in Medan Raya.
3. To find out and analyze the influence of work stress on work motivation at BPJS Employment Branches in Medan Raya.
4. To find out and analyze the influence of interpersonal conflict on work stress moderated by work motivation at BPJS Employment Branches in Medan Raya.
5. To find out and analyze the influence of workload on work stress moderated by work motivation at BPJS Employment Branches in Medan Raya.

LITERATURE REVIEW

Work motivation

According to Wibowo (2019) Motivation is the drive from a series of human behavioral processes in achieving goals. Meanwhile, motivation according to Hamali, SS, (2018) Motivation is a factor that drives someone to do a certain activity, therefore motivation is often interpreted as a factor that drives a person's behavior.

Work Motivation Indicators

According to Wibowo (2019), work motivation indicators are:

- a. Physical Needs, the need for supporting facilities that can be obtained in the workplace, for example supporting facilities to facilitate the completion of tasks in the office.
- b. The need for safety, these needs for safety include physical safety, stability, dependency, protection and freedom from threatening forces such as fear, anxiety, danger.
- c. Social needs, needs that must be met based on common interests in society, these needs are met together, for example good interaction between each other.

- d. The need for appreciation is the need for appreciation for what a person has achieved, for example the need for status, glory, attention, reputation.
- e. The need for motivation to achieve goals, the need for encouragement to achieve something desired, for example motivation from leadership.

Workload

According to Tarwaka (Tjibrata et al., 2017) workload is a number of processes or activities that must be completed by an organizational unit systematically within a certain period of time to obtain information about the efficiency and effectiveness of the work of an organizational unit.

Workload Indicator

According to Tarwaka (Tjibrata et al., 2017) the workload indicators are as follows.

1. Time load shows the amount of time available for planning, implementing, monitoring tasks or work.
2. Mental effort load, which means the amount of mental effort in carrying out a job.
3. Psychological stress load, which indicates the level of work risk, confusion and frustration.

Interpersonal Conflict

According to Supardi and Anwar (2014), interpersonal conflict is broadly defined as a perception that occurs when different parties continue to have different views or conflict when there is a mismatch between one individual and another.

Interpersonal Conflict Indicators

According to Supardi and Anwar (2014) as follows:

- a. Differences of opinion between individuals are the intensity of differences of opinion between employees in an organization.
- b. Differences in thinking due to different cultural backgrounds are differences between individuals within an organization.
- c. Differences in interests between individuals are the level of interest of employees in the organization to complete their tasks.
- d. Self-stress personality differences are the self-stress experienced at work.
- e. The difference between self-inflicted errors and self-inflicted errors is that they are made while working.

Job Stress

According to Affandi (2018), work stress is a strain that causes an imbalance in the mental state of employees which can affect their questions, feelings and conditions.

According to Rivai (2015), work stress is a state of hysteria that creates a physical and psychological imbalance, which has an impact on a worker's feelings, idea processes and situation.

Job Stress Indicators

According to Afandi (2018):

- Task demands are factors associated with a person's job, such as working conditions, physical layout and work environment.
- Role demands, relate to the pressures placed on a person as a function of the particular role played in an organization.
- Interpersonal demands, pressure created by other employees.
- Organizational structure, a picture of an agency that is colored by an unclear organizational structure, lack of clarity regarding positions, roles, authority and responsibilities.
- Organizational leadership provides a management style for the organization. Some parties in it can create an organizational climate that involves tension, fear and anxiety.

Conceptual Framework

The conceptual framework that will be used in this research is as follows:

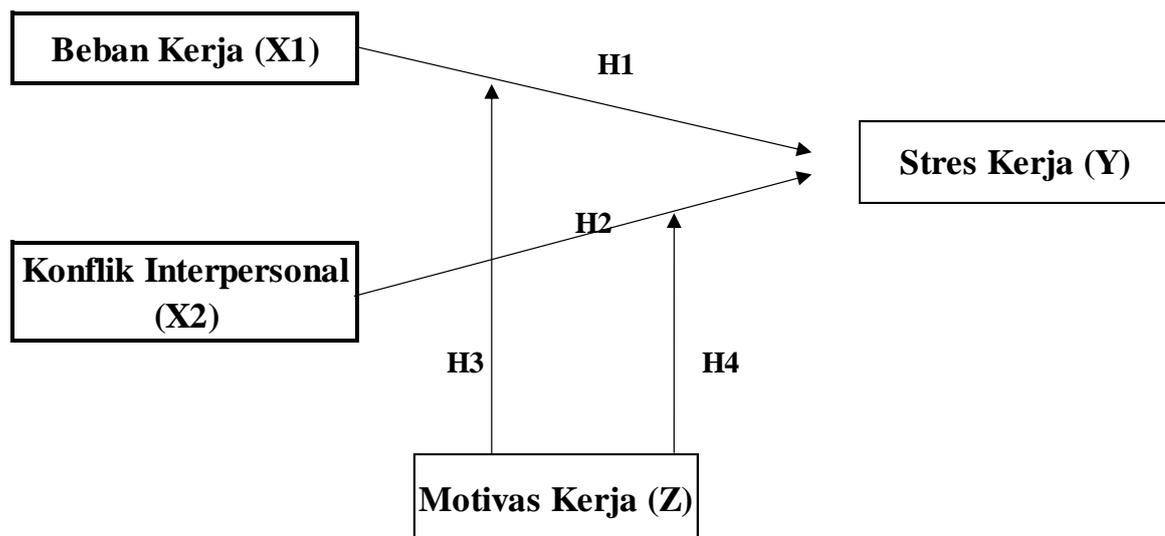


Figure 1: Conceptual Framework

Research Hypothesis

The hypothesis in this study is as follows:

- H1 : Workload has a positive and significant effect on work stress at BPJS Employment Branches in Medan Raya.
- H2: Interpersonal conflict has a positive and significant effect on work stress at BPJS Employment Branches in Medan Raya.
- H3 : Workload has a positive and significant effect on work stress through work motivation as a moderating variable at BPJS Ketenagakerjaan Branches in Medan Raya.
- H4 : Workload has a positive and significant effect on work stress moderated by work motivation at BPJS Ketenagakerjaan Branches in Medan Raya.

H5: Interpersonal conflict has a positive and significant effect on work stress moderated by work motivation at BPJS Employment Branches in Medan Raya.

METHOD

Types of research

The type of research used by researchers is quantitative research. According to Sugiyono (2016) quantitative research can be interpreted as a method based on the philosophy of positivism, used to research a particular population or sample, sampling techniques are generally carried out randomly, data collection uses research instruments, data analysis is quantitative/statistical with the aim of testing the established hypothesis.

Research Location and Research Time

The research period was carried out for 3 months (April 2024 to June 2024) and the research location was carried out at the BPJS Ketenagakerjaan Branch Offices throughout Medan Raya, consisting of:

1. Medan City Branch Office at Jl. Kapten Pattimura No. 334, Medan City, North Sumatra. North Sumatra, Phone number / contact: 061-453281.
2. North Medan Branch Office at Jl. Marelana Raya No.108, Tanah Enam Ratus, Medan Marelana District, Medan City, North Sumatra, Telephone number / contact: (061) 6841108.
3. Tanjung Morawa Branch Office on Jl. Raya Medan Tanjung Morawa KM 14.5 Bangun Sari Baru Village, Bangun Sari Baru, Tj. Morawa District, Deli Serdang Regency, North Sumatra, Telephone number / contact: (061) 7941709.
4. Binjai Branch Office. Jl. Soekarno-Hatta No. 262, Km No.19.5, Tungkurono, Binjai Tim. District, Binjai City, North Sumatra, Telephone number / contact: (061) 8820465.

Population and Sample

According to Sugiyono (2016) population is a generalization area consisting of objects or subjects that have certain qualities and characteristics determined by researchers to be studied and then conclusions drawn. The population and sample in this study were all permanent employees at BPJS Ketenagakerjaan Offices throughout Medan Raya totaling 149 employees (saturated sample).

Research Data Sources

The data sources used in this research are primary data.

Operational Definition of Research Variables

Table 2. Operational Definition of Variables

Variable Types	Definition	Indicator
Work Motivation (Y)	According to Wibowo (2019), motivation is the willingness to make high efforts to achieve organizational goals which are conditioned by the ability of efforts to meet certain individual needs.	According to Wibowo (2019), work motivation indicators are: <ul style="list-style-type: none"> • Physical Needs, • The need for a sense of security, • Social needs, • The need for appreciation • The need for motivation to achieve goals
Workload (X)	According to Tarwaka (Tjibrata et al., 2017) workload is a number of processes or activities that must be completed by an organizational unit systematically within a certain period of time to obtain information about the efficiency and effectiveness of the work of an organizational unit.	Meanwhile, Tarwaka (Tjibrata et al., 2017) stated workload indicators as follows. <ol style="list-style-type: none"> 1. Time load. 2. Mental effort load. 3. Psychological stress load.
Interpersonal Conflict (X2)	According to Supardi and Anwar (2014), interpersonal conflict is a conflict between one person and another or a mismatch in conditions felt by employees due to communication barriers, differences in goals and attitudes and dependence on work activities.	Interpersonal Conflict Indicators according to Supardi and Anwar (2014) are as follows: <ul style="list-style-type: none"> • Differences of opinion between individuals, • Differences in thinking due to background. • Differences in interests between individuals, • Differences in self-stress personality. • The difference is one's own fault,
Job Stress (Z)	According to Afandi (2018), work stress is a state of hysteria that creates physical and psychological imbalance, which has an	Work stress indicators according to Afandi (2018): <ul style="list-style-type: none"> • Task demands. • Role demands.

	impact on a worker's feelings, idea processes, and situation.	<ul style="list-style-type: none"> • Interpersonal demands. • Organizational structure, • Organizational leadership
--	---	--

Data Analysis Techniques

Data analysis in this study uses Structural Equation Modeling (SEM) based on Partial Least Square (PLS) using SmartPLS 3.3.3 software. According to (Gozali, 2014) Partial Least Square (PLS) is a fairly strong analysis method because it is not based on many assumptions.

Measurement Model (Outer Model)

The procedure in testing the measurement model consists of validity testing and reliability testing.

1. Validity Test

- a. Convergent Validity
- b. Discriminant Validity

2. Reliability Test

The Cronbach's alpha value is recommended to be greater than 0.7 and the composite reliability is also recommended to be greater than 0.7 (Sekaran, 2014).

Structural Model (Inner Model)

This test is conducted to determine the relationship between exogenous and endogenous constructs that have become hypotheses in this study (Hair et al., 2017). To produce inner model test values, the steps in SmartPLS are carried out using the bootstrapping method. The structural model is evaluated using R-square for the dependent variable, the Stone-Geisser Q-square test for predictive elevation and the t-test and significance of the structural path parameter coefficients with the following explanation:

1. Coefficient of Determination / R Square (R²)

In assessing the model with PLS, it begins by looking at the R-square for each dependent latent variable. The interpretation is the same as the interpretation in regression. Changes in the R-square value can be used to assess the influence of certain independent latent variables on the dependent latent variable whether it has a substantive influence (Ghozali, 2012). The R² value is generally between 0 and 1.

2. Predictive Relevance (Q²)

This test is used to measure how well the observation value is generated by the model and also its parameter estimates. If the Q² value is greater than 0, it indicates that the model has predictive relevance, which means it has good observation value, while if the value is less than 0, it indicates that the model does not have predictive relevance (Ghozali, 2014).

3. t-Statistic

At this stage, it is used for hypothesis testing, namely to determine the significance of the relationship between variables in the study using the bootstrapping method. In the full model Structural Equation Modeling, in addition to confirming the theory, it also explains whether or not there is a relationship between latent variables (Ghozali, 2012). The hypothesis is said to be accepted if the t statistic value is greater than the t table. According to (Latan and Ghozali, 2014) the criteria for the t table value with a value of 1.96 with a significance level of 5%.

4. Path Coefficient

This test is used to determine the direction of the relationship between variables (positive/negative). If the value is 0 to 1, then the direction of the relationship between variables is stated as positive. While if the value is 0 to -1, then the direction of the relationship between variables is stated as negative.

RESULTS AND DISCUSSION

Outer Model Analysis

Measurement model testing (outer model) is used to determine the specifications of the relationship between latent variables and their manifest variables, this testing includes convergent validity, discriminant validity and reliability.

Convergent Validity

This test is seen from the loading factor, the value limit is 0.7, and the value limit Average Variance Extracted (AVE) is 0.5, if it is above that value it is said to be valid. This means that the value for the indicator is said to be valid, if the indicator explains the construct variable with a value > 0.7 . The structural model in this study is shown in the following figure:

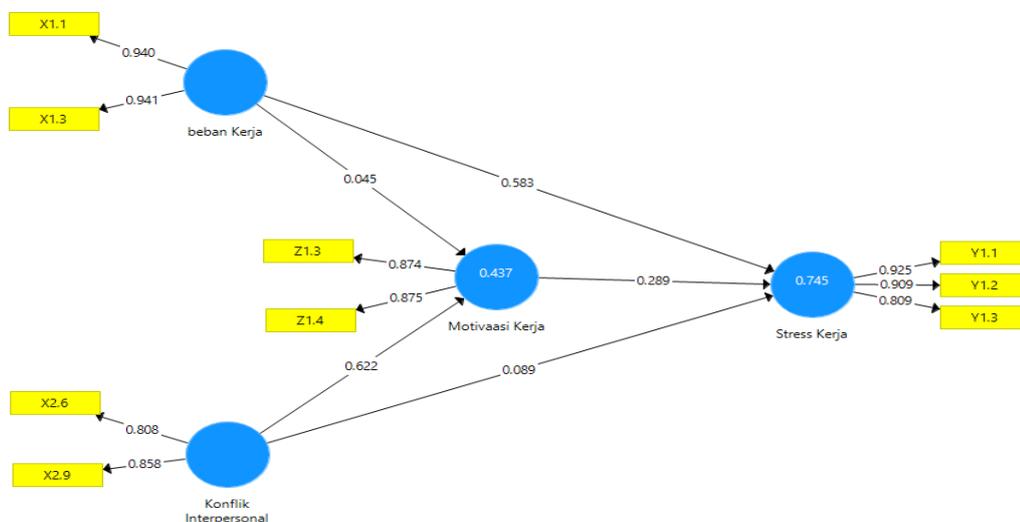


Figure 2. Outer Model
Source: Smart PLS 3.3.3

Smart PLS output for loading factor gives the results in the following table: Outer Loadings In this study there is an equation and the equation consists of two substructures for substructure 1.

$$Z = b_1X_1 + b_2X_2 + e_1$$

$$Z = 0.045X_1 + 0.622X_2 + e_1$$

For substructure 2

$$Y = b_3X_1 + b_4X_2 + b_5Z + e_2$$

$$Y = 0.583X_1 + 0.089 X_2 + 0.289 + e_2$$

Table 2. Outer Loadings

	Interpersonal Conflict	Work Motivation	Job Stress	workload
X1.1				0.940
X1.3				0.941
X2.6	0.808			
X2.9	0.858			
Y1.1			0.925	
Y1.2			0.909	
Y1.3			0.809	
Z1.3		0.874		
Z1.4		0.875		

Source: Smart PLS 3.3.3

In table 2 above, the value of each variable is stated that the indicator in each variable is higher than 0.7, which means that each indicator item has a value higher than 0.7 so that the data is declared valid and can continue to further research.

2. Discriminant Validity

Further research to find out valid data in terms of Discriminate Validity, aims to find out whether the cross loading value is greater than other latent variables so as to determine the results of indicators that are highly correlated with their constructs. The following table shows the cross loading results from the validity test as follows:

Table 3. Discriminant Validity

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Interpersonal Conflict	0.762	0.769	0.820	0.795
Work motivation	0.792	0.792	0.867	0.765
Job Stress	0.856	0.860	0.913	0.779

workload	0.870	0.870	0.939	0.885
-----------------	--------------	--------------	--------------	--------------

Source: Smart PLS 3.3.3

The results of table 3 show that there are values that are greater than other variables in each indicator and variable, so it can be concluded that the results of the discriminant validity study are validly distributed.

3. Composite reliability

In composite reliability research to see each variable with its reliability value and if the variable value is greater than 0.60 then the research is considered reliable and if below 0.60 and 0.7 then it is not reliable there are several blocks to determine whether the research is reliable or not and valid or not including the Cronbach alpha value, composite reliability and AVE value can be seen in the table below:

Table 4. Construct Reliability and Validity

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Interpersonal Conflict	0.762	0.769	0.820	0.795
Work motivation	0.792	0.792	0.867	0.765
Job Stress	0.856	0.860	0.913	0.779
workload	0.870	0.870	0.939	0.885

In table 4 above, it can be seen in the cronbach alpha column that each variable has a value greater than 0.7, which means that the reliability data for each variable. The composite reliability column has a value greater than 0.6, so it can be explained that each variable is considered reliable because the data is greater than 0.6. It can be seen from the AVE column that each variable gets a value greater than 0.7, which means that the data is valid according to AVE. All variables from the cronbach alpha column, reliability column and AVE column have values greater than 0.7 and 0.6, so they are considered reliable and valid.

Inner Model Analysis

Structural model evaluation (inner model) is conducted to ensure that the basic model created is strong and accurate. The stages of examination conducted in the primary model assessment are seen from several markers, namely:

Coefficient of Determination (R²)

In the next stage, namely the evaluation of the measurement model or inner model by looking at the R-Square value criteria. The R-Square results from the smartPLS 3.0 software output are as follows:

Table 5. R Square Results

	R Square	R Square Adjusted
Work motivation	0.754	0.742
Job Stress	0.745	0.735

There is an R square value of the Work Stress variable with an R square value of 0.745 and if it is a percentage of 74.5%, it means that the influence of the workload, interpersonal conflict and work motivation variables on work stress is 74.5% and the rest is on other variables. The R square value of the Work Motivation variable is 0.754 and if it is a percentage of 75.4%, it means that the influence of the workload, interpersonal conflict and work stress variables on Work Motivation is 75.4% and the rest is on other variables.

3. Hypothesis Testing

After assessing the inner model, the next thing is to assess the connection between idle builds as suspected in this review. Speculation testing in this review is done by looking at T-Statistics and P-Values. Speculation is announced to acknowledge whether the T-Insights value is > 1.96 and P-Values < 0.05. The following are the consequences of the direct impact Path Coefficient:

Table 6: Hypothesis Testing

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Interpersonal Conflict -> Work Stress	0.089	0.096	0.136	0.652	0.514
Workload -> Job Stress	0.583	0.580	0.120	4.863	0.000

The direct research results are as follows:

1. Interpersonal Conflict has a positive and insignificant effect on work stress with an original sample value of 0.096 and p values of 0.514. This means that Interpersonal Conflict formed by the organization and employees is not able to increase work stress in each employee, because strong Interpersonal Conflict causes work stress on the organization is the result of treating employees or staff well.
2. Workload has a positive and significant effect on work stress with an original sample value of 0.580 and p values of 0.000. This means that if the workload increases, work stress will increase and if the workload decreases, work stress will also decrease.

Table 7: Path Coefficients (Indirect Effects)

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Interpersonal Conflict -> Work Motivation -> Work Stress	0.180	0.179	0.055	3.248	0.001
Workload -> Work Motivation -> Work Stress	0.013	0.013	0.053	0.250	0.802

The results of the indirect influence are as follows:

1. Interpersonal Conflict has a positive and significant effect on work stress through work motivation directly with the original sample results of 0.179 and p values of 0.001. This means that work motivation is an intervening variable because it is able to influence Interpersonal Conflict to work stress directly.
2. Workload has a positive and insignificant effect on work stress through work motivation with an original sample value of 0.013 and p values of 0.802. This means work motivation Not yet able to be an intervening variable and have a positive influence on work stress and work motivation as is Workload towards employees, work motivation have been fulfilled so as to build commitment to the organization.

CLOSING

Conclusion

1. Interpersonal Conflict has a positive and insignificant effect on work stress at BPJS Ketenagakerjaan Office Branches throughout Medan Raya.
2. Workload has a positive and significant effect on work stress at BPJS Ketenagakerjaan Office Branches throughout Medan Raya.
3. Interpersonal Conflict has a positive and significant effect on work stress through direct work motivation at BPJS Ketenagakerjaan Office Branches throughout Medan Raya.
4. Workload has a positive and insignificant effect on work stress moderated by work motivation at BPJS Ketenagakerjaan Office Branches throughout Medan Raya.
5. Interpersonal Conflict has a positive and insignificant effect on work stress moderated by work motivation at BPJS Ketenagakerjaan Office Branches throughout Medan Raya.

Suggestion

1. Companies must be fair in treating employees, do not make exceptions between employees, even if the employees are part of the family, old friends or special relationships, they must still be fair and obey the rules.
2. Companies must sort out which workloads are bad and which are good and gradually eliminate the rampant bad workloads by implementing strict organizational regulations for employees.

3. Companies must make employees feel satisfied with working in the company by providing appropriate work for them and appropriate compensation and salary for each employee.
4. The company's job is to build employee trust in the company that the company will make the employee prosperous and become better.

REFERENCES

- Adha Risky Nur, Nurul Qomariah, Achmad Hasan Hafidzi. 2019. Pengaruh Motivasi Kerja Lingkungan Kerja Budaya Kerja Terhadap Kinerja Karyawan Dinas Sosial Kabupaten Jember. *Jurnal Penelitian Ipteks*. Vol. 4 No. 1.
- Ahmad Hannani. 2016. Pengaruh Beban Kerja, Kepuasan, Fasilitas Terhadap Kinerja Perawat Di Ruang Perawatan Mawar Lantai II Rumah Sakit Umum Wisata UTT Makasar. *Jurnal Mirai Manajemen*. Vol. 01, No. 02. Di akses 10 April 2018 <http://https://journal.stieamkop.ac>
- Arif Yusuf Hamali, S,S, M.M (2018). *Pemahaman Manajemen Sumber Daya Manusia*, Penerbit CAPS (Center for Academic Publishing Service), Jakarta.
- Hasibuan, M. S. P. (2016). *Manajemen Sumber Daya Manusia*. Edisi Revisi. Jakarta : Bumi Aksara.
- Munandar, Ashar Sunyoto. 2014. *Psikologi Industri Dan Organisasi*. Jakarta: Universitas Indonesia.
- Nurwahyuni, Siti. 2019. Pengaruh Beban Kerja Terhadap Kinerja Karyawan Melalui Work Life Balance (Studi Kasus PT. Telkom Indonesia Regional V). *Jurnal Ilmu Manajemen*, Volume 7, Nomor 1.
- Purnamasari, Tia et al. 2015. Pengaruh Faktor Stres Kerja Terhadap Kinerja Karyawan (Studi Pada Karyawan Plasa Telkom Group Malang). *Jurnal Administrasi Bisnis (JAB)*, Vol. 1, No. 1.
- Rivai, Veithzal. 2015. *Manajemen Sumberdaya Manusia Untuk Perusahaan Dari Teori ke Praktik* Jakarta: PT. Raja Grafindo.
- Robbins, Stephen P & Judge, Timothy A. 2014 *Organizational Behavior* Edition 15. New Jersey: Pearson Education
- Robbins, Stephen P. and Mary Coulter. 2016. *Manajemen*, Jilid 1 Edisi 13, Alih Bahasa: Bob Sabran Dan Devri Bardani P, Erlangga, Jakarta.
- Sugiyono. 2016. *Metode Penelitian Kuantitatif Kualitatif dan R&D*. Bandung: Alfabeta.
- Suwondo Dalam Wijono (2014) *Manajemen Sumber Daya Manusia Untuk Perusahaan*
- Tarwaka 2015, *Ergonomi Industri: Dasar -Dasar Pengetahuan Ergonomi dan Aplikasi di Tempat Kerja*. Surakarta: Harapan Press
- Tommy, Y.D. 2014 *Pengaruh Konflik Kerja terhadap Burnout pada pegawai Bagian Produksi UD*. Abadi Lestari Bojonegoro. Skripsi UM (tidak dipublikasikan).
- Wibowo, 2016. *Manajemen Kinerja*, Edisi Kelima, PT. Rajagrafindo Persada Jakarta-14240.