

## THE RELATIONSHIP OF WORK STRESS TO THE PERFORMANCE OF EMPLOYEES OF THE REGIONAL INSPECTORATE OF SIKKA DISTRICT

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### ABSTRACT

*Performance is a measure of individual or group success in carrying out tasks and responsibilities, as well as the ability to achieve predetermined goals and standards. Of all the regions in NTT province, Kupang City took the top spot with the highest percentage of reporting, at 95.27%. Southwest Sumba Regency ranked second with a reporting achievement of 69.83%, and followed by the NTT Provincial government which ranked third with a reporting percentage of 66.38%.*

*This study aims to determine the relationship of job stress to employee performance at the Regional Inspectorate of Sikka Regency.*

*The type of research used is analytic observational using Cross Sectional design. The sample in this study were 31 respondents. Samples in this study were taken with simple random sampling technique. The data analysis used was univariate analysis and bivariate analysis, using the Chi-square statistical test.*

*The results of this study indicate that the variables associated with employee performance are workload ( $p = 0.047$ ), working hours ( $p = 0.017$ ), work pressure ( $p = 0.042$ ) and work motivation ( $p = 0.020$ ). This study emphasizes the importance of efficient human resource management in improving the performance of an institution.*

## Introduction

The East Nusa Tenggara (NTT) region is included in the administrative coverage of Regional BKN X Denpasar, but until April 3, 2023 the level of performance reporting of the state civil apparatus (ASN) in this area is still relatively low, reaching only 28.84% of the total 110,424 ASN on duty. Of all the regions in NTT province, Kupang City occupies the top position with the highest percentage of reporting, which amounted to 95.27%. Southwest Sumba Regency ranks second with a reporting achievement of 69.83%, and followed by the NTT Provincial government which is ranked third with a reporting percentage of 66.38% (Herdian Rama Beta, 2023). This data indicates that there are significant differences in the achievement of performance reporting in various regions of NTT.

One of the areas that also faces challenges in improving the performance and professionalism of ASN is Sikka Regency. Based on the results of the measurement of the ASN Professionalism Index in 2022 for agencies in the Regional Office X BKN Denpasar Working Area, the performance of the Sikka Regency Government is considered to be in the 10 lowest categories with a performance achievement of 8.51% with a total score of 33.21% (Directorate of ASN Position BKN). In 2023, the results of the ASN Professionalism Index measurement, the performance of the Sikka Regency Government experienced a performance achievement of 25.05 with a total score of 76.84%.



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Stress in the work environment according to the World Health Organization (WHO), is a response that arises in individuals who face job demands and pressures that exceed knowledge and skills and are difficult to overcome (Hasibuan S. Junaida, 2023). Workload is one of the significant risk factors for job stress (Putri M. Phung et al, 2023). High workload often leads to physical fatigue. In preliminary interviews conducted with 7 employees, it was found that the work they do such as field work for audits, working on reports with limited deadlines is often emotionally draining and most admit that the work causes fatigue both physically and mentally.

In addition, they often become more sensitive to their coworkers while performing their duties due to the heavy workload. This is in line with previous research findings that workers in government environments often face high workloads, which can reduce their output and effectiveness (Situmorang Benny Benyamin et al., 2024).

Working hours are one of the important aspects that need to be considered in relation to employees. The regulation of working hours has a direct impact on employee productivity, which in turn affects the achievement of company targets (Afilia et al., 2023). This is confirmed in Article 77 paragraph 1 of Law Number 13 of 2003 concerning Manpower which requires every agency to comply with regulations regarding working hours. However, based on an initial survey, the reality in the field shows that due to the pressure of work that must be completed immediately, employees often work more than 8 hours. This usually occurs when the audit process in the field lasts for 12 hours and if a case is found that must be resolved or when compiling a report on the results of the audit in the field.

Excessive pressure can cause employees to feel frustrated and reduce their performance. Conversely, too little pressure can make employees less motivated to perform. Proportional pressure can actually improve employee performance, so they can work more optimally (Usnawati et al., 2019). Based on interviews conducted, there is high work pressure at the Inspectorate of Sikka Regency. This pressure is caused by several factors, including having to complete work with urgent time and high job demands.

Work motivation is a leader's effort to influence the behavior of his members so that they can work together in completing tasks more productively, in order to achieve organizational or agency goals (Majid et al., 2021). Through motivation and performance appraisal, organizational goals can be achieved more easily. Based on the results of research conducted, it shows that work motivation has a significant effect on employee performance. (Fauziah et al., 2020).

From the results of the interview it was found that employees often complained of stomach acid and 1 of them had a history of heart disease, in line with the WHO (World Health Organization) statement that untreated work stress can affect the mental and physical health of employees, such as sleep disorders, anxiety, depression, stomach and increase the risk of developing heart disease. Based on research conducted, the results of the logistic regression test on stress show a value of  $p = 0.012$  ( $p < 0.05$ ), which indicates an association between stress and cardiovascular risk (Widyasari I. Dwi et al., 2021).

Therefore, researchers are motivated to conduct this study to find out the extent to which work stress which includes workload, working hours, work pressure, and work motivation is related to employee performance. The results of this study are expected to provide input for agency management in managing work stress so that employee performance can be optimally improved.

## Methods

### 1. Research Type and Design

This study was conducted using a cross-sectional design and a quantitative approach with an analytical observational research method. One type of research that aims to identify the root



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causes of health problems is an analytical survey. Workplace stress, workload, working hours, pressure, and motivation were measured as independent factors in the cross-sectional research design, while the dependent variable related to performance was measured simultaneously.

The Regional Inspectorate of Sikka Regency is the research location. This research was conducted in February 2025. The population of this study were 45 employees of the Regional Inspectorate of Sikka Regency. The sampling method used in this study was simple random sampling, where each component or individual in the population has the same opportunity to be selected as a sample.

Respondents in this study were determined based on certain inclusion and exclusion criteria to ensure that the data obtained were relevant and accurate.

#### 1. Inclusion Criteria

- 1) Permanent employees who have worked at the agency for at least one year.
- 2) Employees who want to be used as respondents.

#### 2. Exclusion Criteria

- 1) Employees who are experiencing illness and cannot participate in the study.

The sample determination in this study used the *Lemeshow* formula:

$$n = \frac{Z^2 1-a / 2P(1-P) N}{d^2(N-1) + Z^2 1-a / 2P(1-P)}$$

Description:

n = Number of samples

N = Total population in the study

Z = Standard value (1.96)

P = Estimation value = 50% = 0.5

d = Sample error rate (10%) = 0.1

$$\begin{aligned} \text{So obtained: } n &= \frac{(1,96)^2 \cdot 0,5(1-0,5) \cdot 45}{0,1^2(45-1) + (1,96)^2 \cdot 0,5(1-0,5)} \\ n &= \frac{3,84 \cdot 0,25 \cdot 45}{0,01(44) + 3,84 \cdot 0,25} \\ n &= 30,85 \end{aligned}$$

Using the Lemeshow formula above, the sample value obtained is 30.85 which is then rounded up to 31 respondents.

## 1. Data Collection Techniques and Instruments

Data Collection Techniques and Instruments, including

#### 1) Interviews

Interviews are conducted by asking various questions to respondents to obtain answers related to the desired data. This study interviewed Sikka Regency Regional Inspectorate employees using research instruments that had been prepared.

#### 2) Documentation

Documentation was conducted to capture data available during research at the Regional Inspectorate of Sikka Regency and photo documentation during data collection.

Data collection instruments are questionnaires, including:

- 1) Workload Questionnaire
- 2) Working Hours Questionnaire
- 3) Work Pressure Questionnaire
- 4) Work Motivation Questionnaire
- 5) Performance Questionnaire

Each question in the questionnaire was scored using the 5-point Likert scale method, where respondents were asked to give their level of agreement or disagreement with the given statement, ranging from “strongly disagree” to “strongly agree”. The use of this scale aims to obtain more measurable and objective data regarding the level of work stress felt by employees and how it relates to their performance.

## 2. Data analysis

Data analysis carried out in this study includes two stages, namely:

- 1) Univariate analysis

Univariate analysis was conducted to obtain an overview of the research problem by describing each variable used. This process includes reviewing the frequency distribution and percentage of each variable, both independent variables such as workload, working hours, work pressure and work motivation as well as the dependent variable of employee performance and the characteristics of the respondents.

- 2) Bivariate analysis

Bivariate analysis aims to test hypotheses regarding the relationship between two variables. In this case, the independent variable is analyzed against the dependent variable.

Hypothesis testing was carried out using the Chi-Square Test. The Chi Square test aims to test the effect of the dependent variable and the independent variable with a nominal / ordinal data scale. With decision making with a significant level is:

1. If the P value  $\leq 0.05$ , the result is considered significant, meaning that there is a meaningful relationship between the two variables, and the null hypothesis ( $H_0$ ) is rejected.
2. If the P value  $> 0.05$ , the results are considered insignificant, meaning that there is no meaningful relationship between the two variables, and the null hypothesis ( $H_0$ ) is accepted.

## Results

Table 1 Characteristics of Respondents

Age	Frekuensi	Presentase (%)
21-30 years	5	16,1
31-40 years	9	29,0
41-50 years	11	35,5
51-60 years	6	19,4
Total	31	100,0
Gender	Frekuensi	Presentase (%)
Male	17	54,8
Female	14	45,2
Total	31	100,0



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Education level	Frekuensi	Presentase (%)
S1	28	90,3
S2	2	6,5
D3	1	3,2
Total	31	100,0

Table 2 Distribution of Respondents Based on Independent Variables Examined

Variable	Frekuensi	Presentase (%)
<b>Working Hours</b>		
>8 hours/day	20	64,5
<8 hours/day	11	35,5
Total	31	100,0
<b>Workload</b>		
Heavy	19	61,3
Light	12	38,7
Total	31	100,0
<b>Work Pressure</b>		
High	18	58,1
Medium	13	41,9
Low	0	0
Total	31	100,0
<b>Work Motivation</b>		
High	51	51,6
Low	31	48,4
Total	31	100,0
<b>Performance</b>		
High	15	48,4
Low	16	51,6
Total	31	100,0

Table 3 Analysis of the relationship between workload and employee performance Regional Inspectorate of Sikka Regency

Workload	Performance						<i>p- value</i>
	High		Low		Total		
	n	%	n	%	n	%	
Heavy	6	40,0	13	81,3	19	61,3	0,047
Light	9	60,0	3	18,8	12	38,7	
Total	15	100,0	16	100,0	31	100,0	

Based on the results of statistical analysis conducted, a p value of 0.047 ( $p < 0.05$ ) was obtained, indicating that there is a significant relationship between workload variables and employee performance at the Regional Inspectorate of Sikka Regency.

Table 4 Analysis of the relationship between working hours and employee performance Regional Inspectorate of Sikka Regency

Performance	
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Working Hours	High		Low		Total		<i>p- value</i>
	n	%	n	%	n	%	
>8 hours/day	6	40,0	14	87,5	20	64,5	0,017
<8 hours/day	9	60,0	2	12,5	11	35,5	
Total	15	100,0	16	100,0	31	100,0	

Based on the results of the statistical analysis conducted, a p value of 0.017 ( $p < 0.05$ ) was obtained, which means that there is a significant relationship between the variable working hours and employee performance at the Regional Inspectorate of Sikka Regency.

Table 5 Analysis of the relationship between work pressure and employee performance Regional Inspectorate of Sikka Regency

Inspectorate of SIKKA Regency							
Work Pressure	Performance						<i>p- value</i>
	High		Low		Total		
	n	%	n	%	n	%	
High	12	80,0	6	37,5	18	58,1	0,042
Medium	3	20,0	10	62,5	13	41,9	
Total	15	100,0	16	100,0	31	100,0	

Employee performance of the Regional Inspectorate of Sikka Regency and work pressure variables have a significant relationship based on the results of statistical analysis which resulted in a p value of 0.042 ( $p < 0.05$ ).

Table 6 Analysis of the relationship between work motivation and employee performance Regional Inspectorate of Sikka Regency

Regional Inspectorate of Sikka Regency							
Work Motivation	Performance						<i>p- value</i>
	High		Low		Total		
	n	%	n	%	n	%	
High	11	73,3	4	25,0	15	48,4	0,020
Low	4	26,7	12	75,0	16	51,6	
Total	15	100,0	16	100,0	31	100,0	

Based on the results of the statistical analysis conducted, a p value of 0.020 ( $p < 0.05$ ) was obtained, which indicates that there is a significant relationship between work motivation variables and employee performance at the Regional Inspectorate of Sikka Regency.

## Discussion

### 1. Relationship between Workload and Employee Performance of the Regional Inspectorate of Sikka Regency

Workloads that are too large and not proportional to the capacity and competence of the workforce can cause various negative impacts, such as decreased work quality due to physical fatigue, reduced concentration levels that can lead to errors in task completion, and increased employee absenteeism rates which ultimately hamper the smooth operation of an agency. The imbalance between workload and employee capabilities can also lead to pressure, stress, and dissatisfaction at work, which has the potential to reduce employee motivation and productivity. (Manullang et al., 2022)



The results of statistical analysis using the Chi Square test obtained a p value of 0.047 ( $p < 0.05$ ) which indicates that there is a significant relationship between workload and employee performance. Based on the findings in the field, most employees experience a heavy workload, where the rest time that should be used to rest is instead used to complete work that has not reached the expected target. This high workload also has an impact on employees' free time, where holidays including Saturdays are often used to complete output in the form of reports. In addition, the great responsibility in carrying out tasks causes employees to not be able to immediately go home even though working hours have ended, because there is still work to be done.

Based on the results of interviews, employees often experience overwhelm in completing their tasks, which is caused by the limited number of employees in the field of auditing and P2UPD. This condition results in an uneven distribution of work, so that the workload feels heavier for existing employees. With limited human resources, the effectiveness and efficiency of work is disrupted, so there are some work results that have not reached the specified target.

The results of this study are in line with research conducted by Tresnawati et al. (2020) which shows that there is a significant relationship between workload and employee performance. This research shows that the assignment of tasks and responsibilities to employees/staff must be completed on time. The results of this study are also in line with research conducted by Manurung D. S. Narulita et al. (2024) which shows a relationship between workload and employee performance in workers at the Medan Class A Search and Rescue Office (BASARNAS). The results of the analysis show that employees who have a high workload tend to experience a decrease in performance, both in terms of quantity and quality.

## **2. Relationship between Working Hours and Employee Performance of the Regional Inspectorate of Sikka Regency**

Increasing the duration of work beyond what should be possible is often not accompanied by an increase in efficiency, effectiveness, or optimal productivity. In fact, in many cases, it can lead to a decrease in the quality and output of work. In addition, working for too long tends to increase the risk of fatigue, health problems, the emergence of various diseases, to the potential for work accidents and decreased levels of job satisfaction (Nurmajidah Riska, 2020).

Through statistical analysis using the Chi Square test, a p value of 0.017 ( $p < 0.05$ ) was found, indicating a significant relationship between employee performance and working hours. For the purposes of this study, working hours are divided into two categories, i.e. at risk if they exceed eight hours a day and not at risk if they are less than eight hours. Based on employee interviews, working hours often exceed the set limit of more than eight hours a day, including breaks. However, not all employees work during these dangerous hours. In addition, work obligations that still have to be fulfilled sometimes interfere with vacation time, which should be a time to relax. In fact, some workers stated that they still need to work from home to ensure that the output meets the set targets.

As time goes by, many of them say that the never-ending work routine makes them bored. In addition, excessive physical and mental fatigue is also often experienced, which eventually leads to frustration. However, despite all that, workers still try to fulfill their obligations. Despite the grueling working conditions, they feel obligated to complete their tasks.

The results of this study are reinforced by research conducted by Helviyanto A. Fajar, (2023) which shows that there is a significant relationship between working hours and performance. The results showed that overtime working hours on the KM Manalagi Tisya ship were caused by limited skills, less than optimal work planning, and ship conditions that often experienced disruptions. This is also reinforced by research conducted by Made Wili Candera Dewi et al., (2020) which shows that there is a significant relationship between the variable working hours and employee performance. This study shows that the majority of employees at Telkom Witel Bandung work until the afternoon (outside of mandatory working hours). Long working hours will certainly affect the quality of employee performance. Despite the long working hours, if the leader is able to provide motivation and appreciation to his employees, employee performance will remain good.

Long working hours will certainly have an impact on the quality of staff performance. However, if leaders can inspire and appreciate their staff, then employee performance will remain good. Working longer than allowed can lead to fatigue and boredom, which interferes with the efficiency of task completion. The lack of free time due to long working hours also reduces opportunities for rewards and leisure activities, which can increase work motivation.

### **3. Relationship between Work Pressure and Employee Performance of the Regional Inspectorate of Sikka Regency**

When employees' workload and demands are greater than their ability to manage them, they will experience work stress. Workplace stress can cause mental and physical imbalances that affect workers' emotions, cognitive processes and psychological state. People can experience physical and mental health conditions due to prolonged and severe stress, which can affect their ability to function at work and reduce productivity (Mahaiani Adelia Balqis et al., 2022).

The results of statistical analysis using the Chi Square test obtained a p-value of 0.042 ( $p < 0.05$ ) which indicates that there is a significant relationship between work pressure and employee performance. Based on the results of interviews, many employees complained about having different tasks from their superiors, which was caused by the limited number of employees in several fields, especially in the audit department. This condition often causes employees to be tormented in the situation of having to complete work that has been running, but at the same time being given additional tasks by their superiors. As a result, some work is neglected, while employees still have to complete it within the specified timeframe.

In addition, some employees have to perform more than one task in their job. Some employees report that they function not only as auditors, but also as procurement officers and are sometimes involved in appraisals. Employees often find it difficult to complete their responsibilities as efficiently as possible due to these multiple demands. Pressure from superiors demanding work be completed before deadlines adds to the strain. Employees often feel overwhelmed and even highly stressed due to the heavy workload and high pressure. These distractions can have an impact on an employee's overall well-being in addition to their ability to do their job effectively.

The results of this study are in accordance with the research of Mahaiani Adelia Balqis et al. (2022) which shows a fairly strong correlation between employee performance variables and work pressure. This research shows that high demands on employees will have an impact on poor performance and unsatisfactory work results.

This is further strengthened by research that shows a relationship between work pressure factors and employee performance. Pidie District Education and Culture Office, Boihaki et al. Employees at the Education and Culture Office of Pidie Regency in this study stated that employees felt uncomfortable at work. This is due to the overlapping flow of orders in the organizational structure, work targets and high task demands. A non-conducive work environment is also a result of pressure from the attitude of leaders in the workplace. Work pressure arises from excessive expectations, overlapping demands, and limited human resources that cause tasks to pile up and be unbalanced.

#### **4. Relationship between Work Motivation and Employee Performance of Sikka Regency Regional Inspectorate**

Work motivation is a drive within a person that creates enthusiasm for carrying out activities in order to achieve goals. This motivation plays an important role in determining the high and low performance of a person, because the stronger the motivation, the greater the effort given at work. In addition, work motivation also functions as a driving force for individuals to make a maximum contribution to the success of the organization, with the understanding that the achievement of organizational goals will have an impact on the fulfillment of the personal goals of its members. Therefore, work motivation is not only oriented towards the interests of the organization, but must also be able to meet the needs of the individuals involved in it (Musfiroh Hidayatul, 2023).

The results of statistical analysis using the Chi Square test obtained a p-value of 0.020 ( $p < 0.05$ ) which indicates that there is a significant relationship between work pressure and employee performance. Based on the results of interviews conducted, most employees admitted that they often did not get incentives or recognition from superiors for their achievements in carrying out their daily duties and responsibilities. Employees can feel underappreciated due to this lack of gratitude, which in turn can affect their motivation and enjoyment at work. In fact, rewards such as verbal praise, bonuses, or opportunities for professional development can be important elements that motivate staff to perform better and be more productive.

In addition, the high workload and continuous pressure felt by employees is a challenge in completing the assigned tasks. In some cases, employees have difficulty in prioritizing work, given the many demands that must be met at the same time. This causes some tasks not to be completed on time and creates confusion in determining which work should be completed first. Another aspect that greatly affects employees' work motivation is the compensation received, especially in terms of salary and benefits. Based on the results of interviews, employees revealed that the salary they receive is still far from expectations and is considered not commensurate with the workload and responsibilities they carry. In addition to reward and compensation factors, another aspect that also affects the comfort and effectiveness of employee work is the available office facilities. Based on the findings in this study, there are still various shortcomings in terms of work support facilities. Some employees complained about the limited working tools such as printers and laptops, which should be the main means of supporting the smooth running of administrative and operational tasks.

This is in line with research conducted by Wahyuni Husnah (2022) which shows that there is a significant relationship between work motivation and employee performance in the work environment of Makassar City Hall. This research shows that to improve employee performance requires effective management with full support

from employees. The culture of continuous learning in the company has a crucial role and must be maintained in order to continue to grow. This research is also in line with research conducted by Damayanti et al. (2020) which shows that there is a significant relationship between organizational citizenship behavior and work motivation together with employee performance. This shows that the higher the level of employee work motivation, the higher the level of employee performance. So it is hoped that company management can increase supervision of employees regarding the results of the work done, as well as provide motivation to employees to always be present during working hours, arrive on time and do every job effectively and efficiently.

## Conclusion

The results showed that employees have a significant relationship with work-related stress. The main variables that influence work-related stress and impact on employees' work habits are workload ( $p=0.047$ ), working hours ( $p=0.017$ ), work pressure ( $p=0.042$ ), and work motivation ( $p=0.020$ ).

From these results, it can be concluded that employees experience higher levels of stress, which can ultimately impair their performance, when their workload, pressure and working hours exceed normal limits. Conversely, even under extreme work pressure, strong work motivation can improve employee performance. This study offers valuable insights for government organizations, especially those involved in human resource management, to focus on issues related to work welfare, workload and working hours, and enhancing employee motivation. Therefore, better management of work-related stress can lead to improved performance.

## Ethics approval and consent to participate

This study has gone through and obtained approval from the ethical review board by the Health Research Ethics Committee, Faculty of Public Health, Nusa Cendana University, with number 000256/KEPK FKM UNDANA/2025.

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