

**THE EFFECT OF WORKLOAD, WORK STRESS AND COLLEAGUE
SUPPORT ON EMPLOYEE PERFORMANCE AT PT LENTERA
PROSPER INDO**

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ABSTRACT

This research investigates the relationship between three workplace factors - workload, work stress, and colleague support, and how they impact employee job performance through empirical analysis. The research framework incorporates workload, work stress, and colleague support as predictor variables, with employee job performance as the outcome variable. The research population comprised 150 full-time employees at PT Lentera Prosper Indo. Research data was gathered through on-site questionnaire distribution to participants. The investigators employed multiple linear regression techniques, complemented by t-test and F-test procedures for hypothesis verification. The findings revealed that both workload and work stress demonstrated significant adverse effects on employee job performance. Conversely, colleague support exhibited a substantial beneficial influence on employee job performance.

Keywords: Workload, work stress, colleague support, employee performance.

ABSTRAK

Studi ini bertujuan untuk menganalisis secara empiris pengaruh beban kerja, stres kerja, dan dukungan dari rekan kerja terhadap kinerja karyawan. Penelitian ini menggunakan beban kerja, stres kerja, dan dukungan rekan kerja sebagai variabel independen, sementara variabel dependennya adalah kinerja karyawan. Sampel penelitian terdiri dari 150 karyawan tetap di PT Lentera Prosper Indo. Pengumpulan data dilakukan dengan menyebarkan kuesioner secara langsung kepada para responden. Teknik analisis data yang digunakan adalah regresi linier berganda, disertai pengujian hipotesis melalui uji t dan uji F. Hasil penelitian menunjukkan bahwa beban kerja dan stres kerja memiliki pengaruh negatif yang signifikan terhadap kinerja karyawan. Sebaliknya, dukungan rekan kerja memberikan pengaruh positif yang signifikan terhadap kinerja karyawan.

Kata Kunci: Beban kerja, stress kerja, dukungan rekan kerja, kinerja karyawan.

INTRODUCTION

The dynamics of contemporary business competition have undergone a significant transformation, where competitive advantage is the fundamental foundation for organizational sustainability. Competitive advantage represents an organization's distinctive capabilities in creating added value that surpasses its competitors in similar market segments (Darmawan & Grenier, 2021; Mahdi et al., 2019). Business entities that



have competitive differentiation have greater potential in attracting consumers, optimizing profitability, and maintaining operational sustainability (Bakker & Demerouti, 2017; Farida & Setiawan, 2022). In the context of the competitive hospitality industry, differentiation of service and consumer experience plays a vital role in building customer loyalty (Agustian et al., 2024).

PT Lentera Prosper Indo, which operates IBIS and NOVOTEL properties in the Kulon Progo area adjacent to Yogyakarta YIA Airport, faces complex operational challenges even though it has only been operating for a year. The results of field observations indicate that the occupancy rate is still volatile, with significant increases only at certain moments such as holiday periods and corporate events (Field Observation, 2024).

Internal investigations reveal a variety of substantial organizational problems. High management expectations, especially in achieving monthly membership targets, create intense work pressure. HR department data records an alarming turnover phenomenon, with many employees resigning within 3-6 months of employment. Nevertheless, the management still shows commitment to the professional development of employees and the development of a collaborative work atmosphere (Field Observation, 2024).

Employee performance is a fundamental aspect of organizational success, which includes qualitative and quantitative achievements in the implementation of tasks (Memon et al., 2023; Neumann et al., 2021). Various factors can affect employee performance, including workload, which is defined as the volume of work in a given period (Inegbedion et al., 2020; Zysman & Costinot, 2022). Empirical studies show an adverse relationship between excess workload and worker performance (Herdiana & Sary, 2023; Pangabean et al., 2024), as well as a positive relationship between workload and work stress (Kokoroko & Sanda, 2019; Nanda et al., 2020).

The academic literature presents diverse findings regarding the relationship between work stress and coworkers' support for performance. Several studies confirm the negative impact of work stress (Irawanto et al., 2021; Yunita & Saputra, 2019), while other studies demonstrated the positive influence of colleague support (Kokoroko & Sanda, 2019; Park et al., 2020). The contradiction of these findings is reinforced by recent research that shows the absence of a significant influence between these variables (Naim et al., 2020; Prasetyaningtyas et al., 2022).

The significance of this research lies in its potential in bridging the existing knowledge gap, while providing practical insights for the hospitality industry. Through the exploration of the interaction between workload, stress dynamics, and colleague support systems, this research seeks to advance human resource management literature while providing concrete recommendations for improving employee performance and organizational competitiveness in the hospitality sector.

RESEARCH METHODS

This study uses quantitative methods to see how the performance of PT Lentera Prosper Indo employees is affected by work stress, workload, and coworker support. Data were collected through a Likert scale questionnaire, covering the entire employee population (150 people) using a saturated sample technique. In this study, the validity and reliability of the instrument and the classical assumptions were tested through normality, heteroscedasticity, and multicollinearity tests. The analysis was conducted using multiple linear regression to examine the relationship between variables. The t and F tests were used to evaluate the significance of the effects simultaneously and separately.

RESULTS AND DISCUSSION

Result

The research was conducted at PT Lentera Prosper Indo, A business in the tourist industry and manages the Novotel and Ibis Hotels at Yogyakarta International Airport (YIA). Of the 150 employee respondents, the majority are male (59.33%), aged 20-30 years (39.33%), have a bachelor's degree (78%), and have worked for 2-3 years (49.3%).

The results of descriptive statistical analysis show that employee performance is in the very high category, especially in terms of meeting work standards and completing tasks on time. Workload is considered balanced with employee capacity, even though the level of work stress is relatively high, especially related to work environment conditions and external factors. The support of colleagues is also considered very good, especially in terms of collaboration and the application of new skills.

Testing the hypothesis through the equation was obtained by multiple linear regression analysis $Y = 46.863 - 0.273 X_1 - 0.217 X_2 + 0.232 X_3$. The results of the t-test showed that workload and work stress had a significant negative effect on employee performance, while the support of colleagues had a significant positive effect on employee performance. All hypotheses were accepted with a significance value of <0.001 .

Based on the F test Table 1, the three independent variables (workload, work stress, and coworker support) have a major impact on staff performance simultaneously. According to the Adjusted R Square value of 0.471, these three factors can explain 47.1% of the variation in employee performance, while the remaining 52.9% is explained by other factors outside the study.

Table 1. Test Results t

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
	B	Std. Error	Beta			
1	(Constant)	46,863	1,643		28,514	<,001
	Beban Kerja	-,273	,039	-,413	-6,916	<,001
	Stress Kerja	-,217	,038	-,339	-5,670	<,001
	Dukungan Rekan Kerja	,232	,030	,459	7,683	<,001

a. Dependent Variable: Kinerja Karyawan

Source: primary data processing results, 2024

The Effect of Workload on Employee Performance

The findings of the study that have been conducted show that workload has a significant negative effect on employee performance. This suggests that an increase in workload can significantly degrade employee performance, so the (H1) hypothesis is accepted. The results of this study are in line with the Job Demand-Resource Model (JD-R) theory put forward by van den Oetelaar et al. (2021), which states that a high workload can become a "job demand" or a job demand that decreases performance when not balanced with supporting resources. High workloads cause physical and mental stress that can potentially reduce productivity and quality of work, especially if not accompanied by adequate support or resources.

The results of the questionnaire filled out by employees of PT. Lentera Prosper Indonesia shows that the workload obtained during work has an influence on performance. The results of the study show that Workload has a negative and significant effect on Performance. Research conducted by Dewita (2023), shows that workload has a significant impact on employee performance at PT. PLN (Persero) UP3 Medan. Budiasa et al. (2021) also support the results of this study by showing that workload interacts with each other and has a negative impact on employee performance. Thus, this study strengthens the understanding that workload is a crucial factor that negatively affects employee performance.

The Effect of Work Stress on Employee Performance

Employee performance is negatively and significantly impacted by job stress, according to the findings of the research that has been done. These findings indicate that high work stress contributes to a significant decline in employee performance, so the (H2) hypothesis is also accepted. The findings of this investigation are consistent with the idea of Demand-Control Theory from Dall’Ora et al. (2020), which states that work stress occurs when the demands of work are high but the individual's control over the work is low, which reduces performance.

The results of the questionnaire filled out by employees of PT. Lentera Prosper Indonesia shows that the work stress you get during work has an influence on performance. The results of the study showed that work stress had a negative and significant effect on performance. The findings regarding the negative and significant effect of work stress on employee performance in this study are in line with the research of Ehsan (2019), which shows that work stress contributes to a decrease in employee performance. Yunita & Saputra (2019) stated that work stress can act as a variable that negatively affects employee performance. Foy et al. (2019) who also found a relationship between work stress and employee performance, where work history has a negative impact on performance.

The Effect of Colleague Support on Employee Performance

The results of the research that have been conducted show that the support of colleagues is proven to have a significant positive influence on employee performance. This shows that support from colleagues significantly improves employee performance, so the hypothesis (H3) is accepted. The results of this study are in line with the Supportive Work Environment Theory from Zhenjing et al. (2022) . This theory says that the support received in the workplace creates a more productive work atmosphere, which leads to improved individual performance.

The results of the questionnaire filled out by employees of PT. Lentera Prosper Indonesia shows that the support of colleagues received during work has a positive influence on performance. The results of the study indicate that coworker support has a positive and significant effect on employee performance. This finding is in line with the research conducted by Pelin & Osoian (2021) which shows that support from colleagues can improve employee performance. Sentoso & Muchsinati (2024), who highlighted the importance of colleague support in positively influencing employee performance. Kpurn (2023) found that the support of colleagues can contribute significantly and positively to employee performance.

The Simultaneous Effect of Workload, Work Stress, and Colleague Support on Employee Performance

The results of the research that have been conducted show that workload (X1), work stress (X2), and colleague support (X3) have a simultaneous effect on employee performance (Y). This shows that these three factors simultaneously have a significant impact on employee performance, so the hypothesis (H4) is also accepted. The results of this study are in line with the Job demands–resources theory from Pourteimour et al. (2021), which explains that high workloads and low control can negatively affect performance, while social support can improve performance by reducing stress.

The results of the questionnaire filled out by employees of PT. Lentera Prosper Indonesia shows that workload, work stress and support from colleagues The results of this study provide guidance for the management of PT. Lentera Prosper Indo to formulate better policies in managing workload, reducing stress, and strengthening the support of colleagues, as well as conducting training to improve communication skills and cooperation between employees during work has a simultaneous influence on performance. The results of the study showed that the support of colleagues had a simultaneous and significant effect on performance. These findings are in line with research conducted by Batubara & Abadi (2022), which found that workload, work stress and coworker support have a simultaneous influence on employee performance. Luthan (2023) confirmed that workload, work stress, and colleague support have a simultaneous influence on employee performance at PT. Bank 9 Jambi Kerinci Branch. Santoso & Rijanti (2022) also showed similar research results.

CONCLUSION

This study identifies three main factors that affect employee performance at PT. Lentera Prosper Indonesia, namely workload, work stress, and support from colleagues. The results of the study show that workload has a negative and significant influence on employee performance. An increase in workload that is not balanced with adequate resources causes physical and mental stress that reduces productivity and work quality. Furthermore, it was found that work stress has a significant negative impact on employee performance. Psychological stress caused by high job demands that are not balanced with individual control over the job causes psychological stress that is detrimental to productivity and efficiency.

On the other hand, colleague support has a significant positive influence on employee performance. This support creates a conducive work environment, increases morale, and encourages individual productivity. The combination of support from colleagues and a collaborative work environment has proven to improve overall employee performance. All three factors—workload, work stress, and coworker support—also have a significant simultaneous influence on employee performance. This shows that the impact of the three is interrelated in determining the level of performance. High workload and work stress can reduce performance, but these negative effects can be minimized with strong social support from colleagues.

Overall, this study emphasizes the importance of strategic workload and stress management and strengthening a supportive work culture within the organization. Colleague support has proven to be a key factor that can mitigate the adverse impact of workload and work stress. Therefore, the management at PT Lentera Prosper Indonesia

is expected to create a balanced policy between job demands, adequate resources, and improving collaborative work culture for optimal employee performance.

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