

## THE EFFECT OF INTERPERSONAL CONFLICT, WORKLOAD AND COMMUNICATION ON EMPLOYEES WORK STRESS AT PT.SATYA KISMA BUSINESS IN LABUHANBATU SELATAN DISTRICT

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### Abstract

*This study aims to determine how the influence of interpersonal conflict, workload, and communication on work stress. This research was conducted at PT. Satya Kisma Usaha in South Labuhanbatu Regency. The data used in this study is primary data obtained by distributing questionnaires to 91 working employees, then the data analysis technique used is multiple linear regression analysis consisting of data instrument testing, classical assumption testing and hypothesis testing. The results of the study concluded that partially interpersonal conflict and workload had a positive and significant effect on work stress on employees, while communication partially had a negative and significant effect on work stress on employees.*

Keywords: *Interpersonal Conflict, Workload, Communication, Work Stress*

### 1. INTRODUCTION

Competition between companies in the era of globalization is getting sharper, so that human resources are required to continuously be able to develop themselves proactively, human resources must become human learners, namely individuals who want to learn and work hard with enthusiasm, so that their human potential works. maximally. In carrying out its activities, companies must have departments or sections that have different functions, duties and responsibilities. In practice, the departments owned by companies usually consist of the Human Resource Management Department, the Marketing Department, the Finance Department, and the Production or Operations Department.(Dewi, et al, 2019).

An organization has a variety of different and interdependent components in the process of cooperation to achieve goals, differences that occur within an organization often lead to incompatibilities that can lead to conflict. As explained bySudarmanto, et al (2021)Conflict can become a serious problem for an organization if the conflict is allowed to drag on without any attempt to resolve it. Conflict in organizations is often seen as something negative, even though not all conflict is always negative and detrimental if it can be managed properly, it is even possible that it will benefit the organization. Human resources are the main factor in achieving company goals. The achievement of company goals cannot be separated from humans who play an active and dominant role in every operational activity, because humans are the planners, actors, and determinants of the realization of company goals. primary, et al (2018) explain that human resources in companies need professional management so that a balance is created between employee needs and company demands and capabilities. Human resource management can also be defined as a management and utilization of existing resources in individuals (employees). To be able to manage human resources well, every leader and manager and the part that handles human resources must also understand human resource management issues well.

A company must be able to properly manage each assignment given to employees, the company is required to be able to manage what tasks its employees can do. This is because, the heavier the level of assignment given by the company to its employees, the higher the level of work

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stress that employees have. This will have a direct impact on all employees who work. As explained by Robbins, et al (2015) where the main cause of work stress experienced by employees is due to superiors giving work that is too hard for subordinates.

Interpersonal conflict is one of the factors that causes increased work stress felt by employees. This is because interpersonal conflict is conflict between individuals that occurs within groups that are often seen as arising from differences in personality. According to Handoko (2014) interpersonal conflict is a discrepancy between two or more members or organizational groups that arise due to the fact that they have to share limited resources.

Then, another factor that can affect work stress is excessive workload, this is because the greater the workload that must be borne by employees, the level of employee work stress will increase. This is as explained by Budiasa (2021) where workload is a number of processes or activities that must be completed by an organizational unit systematically and within a certain period of time to obtain information about the efficiency and effectiveness of an organization's work.

Furthermore, the factors that can affect work stress are communication problems. The low level of communication between employees or superiors and subordinates, the level of work stress owned by employees will also have an impact. This is as explained by William Albig in Karyatingsih (2018) where communication is the process of transmitting meaningful symbols between individuals. Communication can also be interpreted as conveying information, ideas, emotions, skills, and so on through the use of symbols, numbers, graphics, and so on.

At PT. Satya Kisma Usaha in South Labuhanbatu Regency during the 2017-2022 period there was a decrease in the number of casual daily workers (BHL), the cause of the decrease in the number of employees at PT. Satya Kisma Usaha itself due to problems regarding interpersonal conflicts experienced by Freelance Daily Workers (BHL) employees such as the problem of the number of actual task demands exceeding the initial requirements made when entering work, the lack of family togetherness which can be seen from each Labor employee Freelance Daily (BHL) there is no concern for each other in completing work, busy with each other's work,

Not only that, the cause of the decreasing number of employees at PT. Satya Kisma Usaha is also due to an increasingly large workload such as the large targets that must be achieved by each employee at work, inadequate working conditions such as a lack of work facilities and infrastructure which makes it difficult for employees to complete their work. Then from the aspect of communication it is also one of the causes of the decrease in the number of employees at PT. Satya Kisma Usaha in South Labuhanbatu Regency, this can be seen from the lack of understanding of BHL employees about their work, whether or not the recreation system created by the management of PT. Satya Kisma Usaha, and the absence of action taken by superiors to provide solutions to the difficulties experienced by BHL employees.

The decrease in the number of BHL employees at PT. Satya Kisma Usaha in Labuhanbatu Regency itself which can be seen from various kinds of problems such as interpersonal conflict, workload that is too high, and a lack of communication between superiors and subordinates is one of the reasons the author wants to conduct a study on "The Influence of Interpersonal Conflict, Workload, and Communication Against Employee Work Stress At PT. Satya Kisma Usaha in South Labuhanbatu Regency".

## 2. LITERATURE REVIEW

### Human Resource Management

Human resource management is an acknowledgment of the importance of the organization's workforce as a human resource that is very important in contributing to organizational goals, and the use of several functions and activities to ensure that human resources are used effectively and fairly for the benefit of individuals, organizations, and society. According to Masram, et al (2017) Human resource management is a process that handles various problems within the scope of employees, clerks, workers, managers and other workers to be able to support the activities of an organization or company in order to achieve the goals set by the company.

According to Hill, et al (2017) Human resource management is an activity or management system that organizes and manages human resources who are ready, willing, and able to make a good contribution in order to work together effectively to achieve goals both individually and organizationally. Meanwhile, according to Simamora in Samuel (2017) human resource management are matters relating to the development, use and protection of human resources. The task of human resource management is to manage human elements with all their potential so that human resources can be obtained that can achieve organizational goals.

### Interpersonal Conflict

Conflict is a process that begins when one party has the perception that another party has negatively affected something that is of concern or interest to the first party. Conflict within the organization can include goal incongruence, different interpretations of facts, disagreements caused by behavioral expectations, and so on. Conflicts cover a wide range of levels from overt and violent actions to subtle and inconspicuous forms of disagreement (Sudarmanto et al., 2021).

According to Mangkunegara (2017) Interpersonal conflict is the conflict that occurs between what is expected by a person for himself, other people, the organization and the reality of what is expected. The same thing was also stated by Handoko (2014) where interpersonal conflict is a discrepancy between two or more members or organizational groups that arise due to the fact that they have to share limited resources.

Based on some of the opinions of the experts above, it can be concluded that interpersonal conflict is conflict between individuals that occurs within groups which is often seen as arising from differences in personality and more often seen that such conflicts arise due to pressures related to roles.

### Workload

Workload is a difference between the capacity or ability of workers with the job demands that must be faced, another category of workload is a combination of quantitative and qualitative workload (Meshkati, et al, 2018). Meanwhile, according to Nabil (2021) workload is a person's obligations in work that must be completed in a timely manner which can also cause pressure which causes stress to arise. Causes of stress usually arise due to workload and also deadlines to complete work.

In the Regulation of the Minister of Home Affairs 12 of 2008 Concerning Workload Analysis in the Ministry of Home Affairs and Regional Governments it states that the amount of work that must be borne by a position or organizational unit and is the product of the work volume and the time norm, thus the notion of workload is a process carried out by a person in completing

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the tasks of a job or group of positions that are carried out under normal circumstances within a certain period of time.

Based on some of the opinions of the experts above, it can be concluded that workload is a job given by a company to its employees and must be completed by employees systematically using skills that must be completed based on a predetermined time.

### **Communication**

Communication is an exchange of verbal and non-verbal messages between the sender and the recipient of the message to change behavior, with good effective communication between fellow individuals in an organization or company it will be able to create comfort in a work atmosphere and minimize misunderstanding of information or delivery interpersonal (Hasby, et al, 2018).

Siregar, et al (2021) explained that communication can also be interpreted as a transfer and understanding of meaning if the main message or idea has not been conveyed, then communication has not occurred. A communicator who cannot be heard or a writer whose writing cannot be understood can also be said to be communication and the most important thing is communication as an understanding of meaning. In order for communication to be successful, it must be mutually understood by using mutually understandable language. Meanwhile, according to Siregar, et al (2021) communication can be interpreted as holding conversations by sending and receiving messages that involve two or more people in achieving a common understanding by using the usual ways of communicating through spoken, written, or non-verbal signals. .

Based on some of the opinions of the experts above about the notion of communication. So it can be concluded that communication is the process of exchanging information between individuals or groups in order to discipline work or influence the behavior of individuals or groups so that organizational goals can be achieved as previously planned. The better the communication between employees in an organization, the better the performance that will be produced by employees.

### **Work Stress**

Job stress is a condition of tension that affects one's emotions, thought processes, and conditions. Too much stress can threaten a person's ability to deal with the environment. As a result, employees develop various stress symptoms that can interfere with their work (Handoko, et al, 2018).

Nabil (2021) explained that stress is a condition in which feelings of tension affect the thought processes, emotions and conditions of the individual. Job stress has problems with the personality characteristics of workers and characteristics in aspects of their work and applies to all work conditions. Job stress is the pressure that individuals feel when working, which results in that person becoming more depressed and irritable, less relaxed or difficult to concentrate, difficult to think rationally, unable to enjoy focusing on their work, fatigue, depression, anxiety, difficulty sleeping, and headaches. .

Based on some of the opinions of the experts above, it can be concluded that job stress is a feeling of the situation experienced by a person at work because of the high standard of expectations given or the amount of work that has not been completed, so that makes a person experience depression such as emotional quickly, tired , and so forth.



### 3. IMPLEMENTATION METHOD

#### Research sites

This research was conducted at PT. Satya Kisma Usaha in South Labuhanbatu Regency. The object of this study is related to employee work stress using interpersonal conflict, workload, and communication variables to see the effect on work stress on employees of PT. Satya Kisma Usaha in South Labuhanbatu Regency.

#### Population and Sample

The population is a generalized area consisting of objects and subjects who have certain characteristics and qualities determined by researchers to study and research and then draw conclusions (Sugiyono, 2016). The population used in this study are all employees who work at PT. Satya Kisma Usaha in South Labuhanbatu Regency, namely as many as 91 casual daily labor employees.

Determination of the sample used in this study is to use the saturated sample method. According to Sugiyono (2016) saturated sampling is a sampling technique when all members of the population are sampled. The sample in this study were 91 respondents or employees who worked at PT. Satya Kisma Usaha in South Labuhanbatu Regency.

#### Data analysis method

The data analysis method is a process and systematically arranges data obtained from interviews, field notes, and documentation by organizing data into categories, and so on (Sugiyono, 2016). The technique used in this study is multiple linear regression analysis with the aim of knowing how the independent variables influence the dependent variable. This analysis was processed using the SPSS version 26 program. The multiple linear regression equations in this study are as follows:

$$Y = \alpha + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \varepsilon$$

Information:

- Y :Work Stress
- $\alpha$  : Constant
- $\beta$  : Regression Coefficient
- X1 :Interpersonal Conflict
- X2 :Workload
- X3 :Communication
- $\varepsilon$  :Error Term

### 4. RESULTS AND DISCUSSION

#### Validity test

Table 1. Validity Test Results

Variable	Count	Significant Value	Rtable	Information
X1.1	0.599	0.000	0.2061	Valid
X1.2	0.697	0.000	0.2061	Valid
X1.3	0.752	0.000	0.2061	Valid
X1.4	0.724	0.000	0.2061	Valid
X2.1	0.787	0.000	0.2061	Valid
X2.2	0.699	0.000	0.2061	Valid

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X2.3	0.780	0.000	0.2061	Valid
X2.4	0.719	0.000	0.2061	Valid
X3.1	0.552	0.000	0.2061	Valid
X3.2	0.474	0.000	0.2061	Valid
X3.3	0.336	0.001	0.2061	Valid
X3.4	0.622	0.000	0.2061	Valid
X3.5	0.668	0.000	0.2061	Valid
Y. 1	0.742	0.000	0.2061	Valid
Y.2	0.782	0.000	0.2061	Valid
Y.3	0.644	0.000	0.2061	Valid
Y.4	0.726	0.000	0.2061	Valid

Processed data (2022)

Based on the results of the validity test in the table above, it shows that all the variables used in this study have an Rcount value greater than Rtable and a significant value less than the significant level used, namely 0.05. Therefore, it can be concluded that all the variables used in this study are valid.

**Reliability Test**

**Table 2.**Reliability Test Results

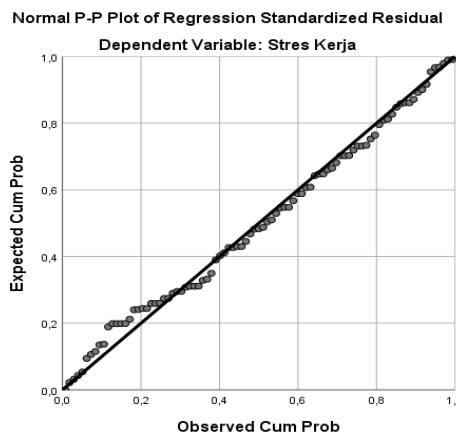
No.	Variable	Cronbach's Alpha	Information
1	Interpersonal Conflict	0.640	Reliable
2	Workload	0.732	Reliable
3	Communication	0.750	Reliable
4	Work Stress	0.689	Reliable

Processed data (2022)

Based on the results of the reliability test in table 4.11 above, it can be seen that the cronbach's alpha value obtained by all the variables used in this study consisting of interpersonal conflict, workload, communication, and work stress has a cronbach's alpha value greater than 0, 6. Therefore, it can be concluded that the data in this study are reliable.

**Classic assumption test**

**a. Data Normality Test**



**Picture 1.**Normality Probability Plot Test Results



### b. Multicollinearity Test

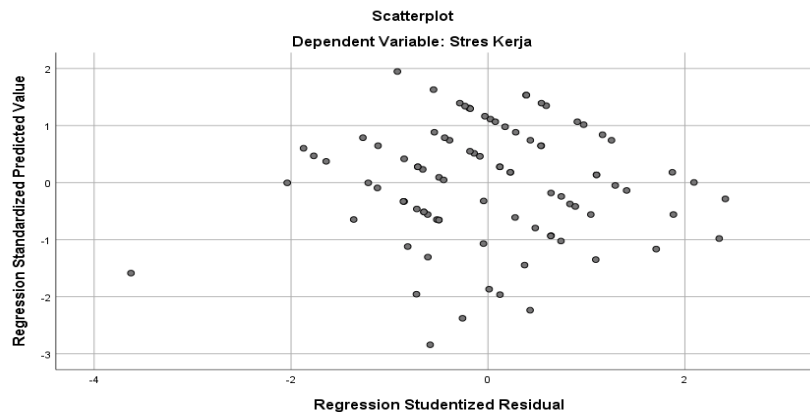
**Table 3.**Multicollinearity Test Results

Variable	Collinearity Diagnostics		Information
	VIF	tolerance	
Interpersonal Conflict	1.007	0.993	Multicollinearity Free
Workload	1.035	0.966	
Communication	1,041	0.961	

Processed data (2022)

Based on the results of the multicollinearity test in the table above, it can be seen that the tolerance value obtained from the three variables is greater than 0.10 and has a VIF value less than 10. Therefore, it can be concluded that the data in the study did not occur multicollinearity.

### c. Heteroscedasticity Test



**Figure 2.**Heteroscedasticity Test Results

Based on the results of the scatterplot test in the image above, it can be seen that the points in the scatterplot graph above are spread out and do not form a particular model. So it can be concluded that the data in this study did not have heteroscedasticity problems and the data in this study were feasible to use.

### Determination Coefficient Test

**Table 4.**Determination Coefficient Test Results

Model	R	R Square	Adjusted R Square	std. Error of the Estimate
1	0.741	0.550	0.534	1,231

Processed data (2022)

Based on the test results of the coefficient of determination in the table above, it can be seen that the value of the coefficient of determination (adjusted r-square) obtained is 0.534. This shows that work stress on employees of PT. Satya Kisma Usaha in South Labuhanbatu Regency is affected by interpersonal conflict, workload and communication by 53.4%. While the remaining

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46.6% work stress on employees of PT. Satya Kisma Usaha in South Labuhanbatu Regency is influenced by other variables that are not used in this study. Therefore, it can be concluded that work stress on employees of PT. Satya Kisma Usaha in South Labuhanbatu Regency has a strong correlation or relationship with interpersonal conflict, workload, and communication variables.

**Partial Test****Table 5.**Partial Test Results

Variables	Unstandardized Coefficient		Standardized Coefficient	t	Sig
	B	std. Error	Beta		
(Constant)	4,385	1,593		2,752	0.007
Interpersonal Conflict	0.247	0.069	0.259	3,582	0.001
Workload	0.623	0.064	0.715	9,763	0.000
Communication	-0.188	0.078	-0.176	2,400	0.019

Processed data (2022)

Based on the partial test results in the table above, the result is that the interpersonal conflict variable has a significant value of 0.001 or less than the significant level used, namely 0.05 ( $0.001 < 0.05$ ) and has a Tcount of 3.582 or greater from the Ttable value, namely 1.98638 ( $3.582 > 1.98638$ ). So it can be concluded that interpersonal conflict has a significant effect on work stress. Therefore, the hypothesis which states that interpersonal conflict has a significant effect on work stress on employees of PT. Satya Kisma Usaha in South Labuhanbatu Regency was accepted (H1 accepted).

The workload variable has a significant value of 0.000 or less than the significant level used, namely 0.05 ( $0.000 < 0.05$ ) and has a Tcount value of 9.763 or greater than the Ttable value of 1.98638 ( $9.763 > 1.98638$ ). So it can be concluded that workload has a significant effect on work stress. Therefore, the hypothesis which states that workload has a significant effect on work stress on employees of PT. Satya Kisma Usaha in South Labuhanbatu Regency was accepted (H2 accepted).

The communication variable has a significant value of 0.019 or less than the significant level used, namely 0.05 ( $0.019 < 0.05$ ) and has a Tcount of 2.400 or greater than the Ttable value of 1.98638 ( $2.400 > 1.98638$ ). So it can be concluded that communication has a significant effect on work stress. Therefore, the hypothesis which states that communication has a negative and significant effect on work stress on employees of PT. Satya Kisma Usaha in South Labuhanbatu Regency was accepted (H3 accepted).

**Multiple Linear Regression Analysis**

Multiple linear regression analysis in this study aims to determine how the influence of interpersonal conflict, workload, and communication on work stress on employees of PT. Satya Kisma Usaha in South Labuhanbatu Regency. From the results of processing the questionnaire data, the regression equation is obtained as follows:

$$Y = 4.385 + 0.247X_1 + 0.623X_2 - 0.188X_3$$

Information:

Y : Work Stress

X1 : Interpersonal Conflict

X2 : Workload



X3 : Communication

Based on the results of the multiple linear regression equation above, it can be concluded that the constant value obtained is 4.385, which means that if there is interpersonal conflict, workload, and lack of communication simultaneously increases, then work stress on employees of PT. Satya Kisma Usaha in South Labuhanbatu Regency will also increase.

The coefficient value of interpersonal conflict is 0.247, which means that if there is an increase in interpersonal conflict, the work stress on employees of PT. Satya Kisma Usaha will also increase. The workload coefficient value was 0.623 which means that if the workload increases, the work stress on PT. Satya Kisma will also increase. The communication coefficient value is -0.188, which means that when communication increases, the work stress on employees of PT. Satya Kisma Business in South Labuhanbatu Regency will decline.

## Discussion

### a. The Effect of Interpersonal Conflict on Work Stress

Based on the results of the research that has been done, the result is that the interpersonal conflict variable has a significantly smaller value than the significant level used, so it can be concluded that interpersonal conflict has a significant effect on work stress. Therefore, the hypothesis which states that interpersonal conflict has a significant effect on work stress on employees of PT. Satya Kisma Usaha in South Labuhanbatu Regency was accepted (H1 accepted).

The results of this study are in line with the results of research previously conducted by Lestari and Ratnasari (2018) concerning the effect of interpersonal conflict, workload, and communication on work stress of employees of PT. Viking Engineering Batam, where in his research concluded that interpersonal conflict has a significant effect on employee work stress. Then, in research that was conducted by Pratama and Fuadati (2021) concluded that interpersonal conflict has a significant effect on work stress.

### b. Effect of Workload on Work Stress

Based on the results of the research that has been done, the results show that workload has a significantly smaller value than the significant level used, so it can be concluded that workload has a significant effect on work stress. Therefore, the hypothesis which states that workload has a significant effect on work stress on employees of PT. Satya Kisma Usaha in South Labuhanbatu Regency was accepted (H2 accepted).

The results of this study are in line with the results of research previously conducted by Pratama and Fuadati (2021) concerning the effect of interpersonal conflict and workload on UPT work stress for supervision and certification of food plant seeds and Horticulture, where in their research concluded that workload has a significant effect on stress. work. Then in research that was conducted by Hasbi (2017) about the effect of work conflict, workload, and communication on the work stress of inpatient nurses. Where in his research concluded that workload has a significant effect on work stress.

### c. Effect of Communication on Work Stress

Based on the results of the research that has been done, the results show that communication has a significantly smaller value than the significant level used, so it can be concluded that communication has a significant effect on work stress. Therefore, the hypothesis

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which states that communication has a significant effect on work stress on employees of PT. Satya Kisma Usaha in South Labuhanbatu Regency was accepted (H3 accepted).

The results of this study are in line with the results of research conducted by Hasbi (2017) concerning the effect of work conflict, workload, and communication on the work stress of inpatient nurses. Where in his research concluded that communication has a significant effect on work stress. Then, in research that was conducted by Lestari and Ratnasari (2018) regarding the effect of interpersonal conflict, workload, and communication on work stress of employees of PT. Viking Engineering Batam. in his research concluded that communication has a significant effect on work stress.

## **5. CONCLUSION**

Based on the results of the research that the authors have done about the effect of interpersonal conflict, workload, and communication on work stress on employees of PT. Satya Kisma Usaha in South Labuhanbatu Regency. So the conclusion in this study is that interpersonal conflict partially has a positive and significant effect on work stress on employees of PT. Satya Kisma Usaha in South Labuhanbatu Regency. Workload partially has a positive and significant effect on work stress on employees of PT. Satya Kisma Usaha in South Labuhanbatu Regency. Communication partially has a negative and significant effect on work stress on employees of PT. Satya Kisma Usaha in South Labuhanbatu Regency.

Based on the results of the research and conclusions above, the suggestions that can be given by the authors in this study include interpersonal conflict which is one of the causes of work stress on employees of PT. Satya Kisma Usaha in South Labuhanbatu Regency. Therefore, it is expected that PT. Satya Kisma Usaha in South Labuhanbatu Regency must be able to provide input in assigning tasks to all employees so that with the distribution of input from superiors, employees will have good relationships with other employees. The greater workload is also one of the causes of work stress experienced by employees of PT. Satya Kisma Usaha in South Labuhanbatu Regency. Therefore, there must be adjustments in the assignment of tasks carried out by superiors to subordinates in order to reduce the level of workload owned by employees. Poor communication between employees of PT. Satya Kisma Usaha in South Labuhanbatu Regency is also one of the causes of work stress on employees of PT. Satya Kisma Usaha in South Labuhanbatu Regency. Therefore, it is necessary to have good communication accompanied by the media to facilitate two-way communication between superiors and subordinates. So that employees do not easily experience stress at work. Satya Kisma Usaha in South Labuhanbatu Regency. Therefore, it is necessary to have good communication accompanied by the media to facilitate two-way communication between superiors and subordinates. So that employees do not easily experience stress at work. Satya Kisma Usaha in South Labuhanbatu Regency. Therefore, it is necessary to have good communication accompanied by the media to facilitate two-way communication between superiors and subordinates. So that employees do not easily experience stress at work.

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