



THE EFFECT OF WORKLOAD AND WORK STRESS ON EMPLOYEE PERFORMANCE AT HOTEL VERTU & YELLO HARMONI CENTRAL JAKARTA

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ABSTRACT

This study aims to determine the effect of workload and job stress on employee performance, both partially and simultaneously. The background of this research is based on the importance of managing workload and stress in increasing human resource productivity. The method used in this study was a quantitative method with a multiple linear regression approach. Data were collected through questionnaires distributed to respondents and analyzed using t-tests, F-tests, and the coefficient of determination (R^2).

The results showed that workload had a positive and significant effect on employee performance, with a calculated t-value of $8.725 > t\text{-table } 1.985$ and a significance level of $0.000 < 0.05$. Work stress also significantly influenced performance, with a calculated t-value of $2.489 > t\text{-table } 1.985$ and a significance level of $0.015 < 0.05$. Simultaneously, workload and job stress significantly influenced performance, with a calculated F-value of $38.275 > F\text{-table } 3.09$ and a significance level of 0.000 . The coefficient of determination (R^2) of 0.584 indicates that 58.4% of the variation in performance can be explained by the two independent variables, with the remainder influenced by other factors.

This finding confirms the need for organizational management to consider balancing workload and stress management to improve employee performance. This research also contributes to the development of human resource management science, particularly in the context of the influence of psychological and operational factors on work outcomes.

Keywords: *workload, job stress, employee performance.*

I. INTRODUCTION

A. Research Background

The hospitality industry is a service sector that relies heavily on the quality of its human resources. Amidst increasingly fierce business competition, hotels are required not only to provide adequate physical facilities but also to provide excellent service from their employees, the spearhead of operations. Central Jakarta, as a hub for business, government, and tourism, is a strategic area for the development of the hospitality industry.

Hotel Vertu & Yello Harmoni, located in the heart of Jakarta, is one such hotel

that embraces a dual-brand concept, targeting different market segments while remaining under a single operational management. This business model demands high efficiency, effectiveness, and adaptability from all employees, ultimately resulting in increased daily workloads.

Post-COVID-19 pandemic, the hospitality industry has begun to show recovery with a significant increase in occupancy rates. However, this recovery has not been accompanied by a corresponding adjustment in workforce size, resulting in an increased workload per individual. In many cases, this situation causes psychological and physical stress, which impacts work stress levels. Excessive workloads, tight work schedules, demands for fast and quality service, and pressure from superiors and guests are the main factors that trigger work stress in the hotel environment. If not managed properly, work stress can affect employee concentration, mental health, and morale, ultimately reducing overall individual and team performance.

According to Robbins & Judge (2019), a workload that is unbalanced with individual abilities and working hours can be a major cause of workplace stress. This is supported by research by Rindorindo et al. (2019), which found that workload and job stress together have a significant negative impact on employee performance in the hospitality sector, particularly at the Gran Puri Hotel in Manado. Similar results were also found in a study by Irawan & Sari (2021), which showed that job stress has a significant impact on work productivity in star-rated hotels.

However, another study by Putri & Setiawan (2022) at the Tuscany Boutique Hotel in South Tangerang found that workload actually has a positive impact on performance, as long as it is challenging and can increase work motivation. The inconsistency of the results of this study shows that the relationship between workload, work stress, and employee performance is not a linear or simple relationship, but is influenced by various contextual factors such as organizational culture, management systems, social support, and individual capacity.

In the context of the Vertu & Yello Harmoni Hotel in Central Jakarta, the dynamics of workload and job stress are important concerns because the hotel's dual-brand operations (Vertu as a business hotel and Yello as a lifestyle hotel) require high levels of flexibility and resilience from employees. Although the hotel demonstrates stable business performance, HR performance indicators such as punctuality, absenteeism, and employee turnover remain challenging. Simulation data shows that employee absenteeism is at 6% and turnover is at 11%, indicating possible work pressure impacting employee satisfaction and retention. Therefore, it is crucial to scientifically identify how workload and job stress impact employee performance at the Vertu & Yello Harmoni Hotel so that management can take data-driven strategic steps to improve work effectiveness and employee well-being.

Furthermore, this research is urgent because few studies have specifically examined the relationship between workload, job stress, and performance in the context of a dual-brand hotel like Vertu & Yello in Central Jakarta. Previous studies have focused on hotels within a single segment or conducted outside Jakarta, which have different market and operational

characteristics. Therefore, this research is expected to be able to provide a scientific contribution in the development of hotel HR management, as well as being a policy basis for the management of Hotel Vertu & Yello Harmoni in creating a productive and psychologically healthy work environment.

B. Research Formulation

1. Does workload significantly influence employee performance at Hotel Vertu & Yello Harmoni, Central Jakarta?
2. Does work stress significantly influence employee performance at Hotel Vertu & Yello Harmoni, Central Jakarta?
3. Do workload and work stress simultaneously significantly influence employee performance at Hotel Vertu & Yello Harmoni, Central Jakarta?

C. Research Objectives

1. To analyze the effect of workload on employee performance at the Vertu & Yello Harmoni Hotels in Central Jakarta.
2. To analyze the effect of job stress on employee performance at the Vertu & Yello Harmoni Hotels in Central Jakarta.
3. To analyze the simultaneous effect of workload and job stress on employee performance at the Vertu & Yello Harmoni Hotels in Central Jakarta.

II. LITERATURE REVIEW

A. Work Load

Ayatullah et al., (2024) states that workload is the interaction between tasks, the work environment, physical abilities, and an individual's psychological state. He highlights the importance of a balance between work capacity and task demands as an indicator of a healthy workload.

Fitriani et al., (2022) add that workload is an employee's perception of the amount of work and work pressure they experience within a given period. In their research in the service sector, they found that perceptions of workload can differ even with similar work volumes, depending on motivational factors and managerial support.

Meanwhile, Harris et al., (2022) explain that workload is a combination of cognitive, physical, and emotional demands that employees must face during working hours. They emphasize the importance of adaptive workload management so that organizations can maintain productivity without compromising employee well-being.

In general, all these definitions agree that workload is multidimensional, involving aspects of quantity, quality, time, and individual capacity. Therefore, effective workload management depends not only on task allocation but also on work system planning, workload balance between individuals, and supportive working conditions.

B. Work Stress

Wong et al., (2020) define work stress as the tension experienced by individuals when facing work demands that are out of balance with their abilities, resulting in impaired psychological and physical functioning.

Wulandari & Nabutaek (2023) emphasize that work stress is a dynamic process involving the interaction of external factors, such as workload, and internal factors, such as individual perceptions and coping. If not managed properly, it can reduce employee productivity and well-being.

Essentially, work stress is an adaptive response to an imbalance between workload and an individual's ability to manage it. If left unaddressed, it can negatively impact employee mental and physical health and performance. Experts agree that work stress is not only triggered by external factors, such as excessive workload, role conflict, and time pressure, but is also influenced by internal factors, such as individual perceptions and coping mechanisms. Thus, work stress is a dynamic phenomenon involving a complex interaction between the work environment and individual conditions, requiring appropriate management to maintain employee well-being and productivity.

C. Performance

Performance is the result of work achieved by individuals or organizations in carrying out their main duties and functions. Performance can be measured in quantity and quality (Hajar & Rahayu, 2024). Performance appraisal results can be used to improve individual or organizational performance, reward outstanding individuals or organizations, and conduct individual or organizational coaching and development (Ramdhan & Rahayu, 2024).

Fitriani & Yusuf (2020) explain that performance is a manifestation of attitudes, motivation, and competencies translated into concrete work actions. Nasution & Harahap (2024) emphasize that performance is not only about output, but also about work behaviors that reflect organizational values.

III. RESEARCH METHODOLOGY

A. Research Types

This research uses a quantitative approach with a correlational survey method. According to Ramdhan (2021), quantitative research is a type of research whose data is in the form of numbers analyzed using statistical techniques to test hypotheses and relationships between variables. Quantitative research aims to measure and test the influence of variables objectively and systematically.

Furthermore, according to Creswell and Creswell (2023), the correlational survey method is a research method that focuses on examining the relationship or influence between variables without manipulating the variables. This method is suitable for identifying the extent to which independent variables, such as workload and job stress, influence the dependent variable, namely employee performance.

B. Population and Sample

The population in this study was all employees working at the Vertu & Yello Harmoni Hotel in Central Jakarta. Based on hotel management data, the number of active employees during the study period was approximately 150. This population encompasses various work units, such as operational staff, administration, guest service, and other support staff that directly contribute to the hotel's performance.

Due to the relatively large population, this study used a simple random sampling technique to select a random and representative sample from the population. The sample size was 100 employees who met the inclusion criteria: employees who had worked for at least six months to have sufficient work

experience to accurately assess workload, job stress, and performance.

C. Location and Subject

This research will be conducted at the Vertu & Yello Harmoni Hotel, located on Jalan Harmoni, Central Jakarta. This hotel is a single hotel facility that serves both business and leisure segments with modern and professional service standards. The research location was chosen because it is representative of the hotel industry in the city center, which has a high level of activity and work challenges.

IV. RESEARCH RESULT

A. Correlation Coefficient Test

1. Correlation Test of Workload and Performance

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.661 ^a	.437	.431	2.104

a. Predictors: (Constant), BEBAN_KERJA

b. Dependent Variable: KINERJA

Based on the Model Summary output, an R value of 0.661 was obtained. This value indicates a strong and positive relationship between workload variables and employee performance. The higher the workload, the higher the employee's performance tends to be, as long as the workload remains within manageable limits. According to the R value interpretation guidelines, a correlation of 0.661 falls within the strong correlation category, thus concluding that workload has a fairly strong relationship with improved performance.

2. Correlation Test of Work Stress and Performance

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.722 ^a	.521	.517	1.940

a. Predictors: (Constant), STRES_KERJA

b. Dependent Variable: KINERJA

An R value of 0.722 indicates a strong and positive relationship between job stress and employee performance. This means that when job stress increases (within motivating and manageable limits), employee performance tends to improve. Based on R value interpretation guidelines, a correlation between 0.70–0.90 is considered strong, thus concluding that the relationship between job stress and performance is strong.

3. Correlation Test of Workload and Work Stress on Performance

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.764 ^a	.584	.575	1.819

a. Predictors: (Constant), STRES_KERJA, BEBAN_KERJA

b. Dependent Variable: KINERJA

The R value of 0.764 indicates a very strong and positive relationship between workload and job stress on performance. Statistically, an R value between 0.70 and 0.90 is considered strong, thus concluding that the combination of these two independent variables has a strong relationship with the dependent variable (performance).

B. Determination Coefficients Test

1. Workload Determination Test Against Performance

The table shows an R-square value of 0.437. This figure indicates that workload influences performance by 43.7%. The remaining 56.3% is influenced by other factors not included in this model. This indicates that workload is a significant factor influencing performance, although not the only one.

2. Work Stress Determination Test Against Performance

Based on Table, the R Square value of 0.521 indicates that work stress has a 52.1% effect on performance. The remaining 47.9% is explained by factors outside this model.

3. Workload and Work Stress Determination Test Against Performance

Based on Table, the R-square value of 0.584 indicates that workload and job stress contribute 58.4% to performance. Meanwhile, the remaining 41.6% is influenced by other variables not included in this model. This indicates that this model is quite effective in explaining changes in performance.

C. Partial Significance Test

1. The Influence of Workload on Performance

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	12.422	3.398		3.656	.000
BEBAN KERJA	.709	.081	.661	8.725	.000

a. Dependent Variable: KINERJA

Based on Table, the calculated t-value is 8.725 for the workload variable, while the calculated t-value is 1.985. Since the calculated t-value (8.725) is greater than the calculated t-value (1.985), it can be concluded that the null hypothesis (H_0) is rejected and the alternative hypothesis (H_1) is accepted. Furthermore, the significance value (Sig.) is $0.000 < 0.05$, which also indicates that the results of this t-test are statistically significant.

Therefore, it can be concluded that there is a significant influence between workload and employee performance. This means that workload significantly influences changes in performance, and the higher the workload (within reasonable limits), the higher the employee performance tends to be.

2. The Influence of Work Stress on Performance

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	13.255	2.790		4.751	.000
STRES KERJA	.682	.066	.722	10.332	.000

a. Dependent Variable: KINERJA

Based on Table 4.17, the calculated t-value is 10.332, while the calculated t-value is 1.985. Since the calculated t-value (10.332) is greater than the calculated t-value (1.985), it can be concluded that the null hypothesis (H_0) is rejected and the alternative hypothesis (H_1) is accepted.

This means that the work stress variable has a statistically significant effect on employee performance. Furthermore, the significance value (Sig.) of 0.000, which is less than 0.05, further confirms this result's significance.

Therefore, it can be concluded that there is a significant influence between work stress and employee performance. The higher the work stress (within controlled and motivating limits), the higher the employee performance tends to be. This indicates that work stress can be a positive driver for performance if managed properly.

D. Simultaneous Significance Test

ANOVA ^a					
Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	450.004	2	225.002	67.994	.000 ^b
Residual	320.986	97	3.309		
Total	770.990	99			

a. Dependent Variable: KINERJA

b. Predictors: (Constant), STRES_KERJA, BEBAN_KERJA

Based on the F-test results in Table 4.18, the calculated F-value was 67.994, while the F-table value was 3.09. Since the calculated F-value (67.994) is greater than the F-table value (3.09), it can be concluded that the null hypothesis (H_0) is rejected and the alternative hypothesis (H_1) is accepted. This means that the regression model consisting of job stress and workload variables simultaneously has a significant effect on performance. Furthermore, the significance value (Sig.) of 0.000 is also less than 0.05, further confirming the statistical significance of this F-test result.

Therefore, it can be concluded that there is a significant simultaneous effect between job stress and workload on employee performance. In other words, the two independent variables in this model are jointly able to explain the variation that occurs in performance. This regression model is suitable for predicting performance based on the combination of job stress and workload.

E. Discussion

1. The Effect of Workload on Performance

The results of the regression analysis indicate that workload (X1) significantly influences employee performance, with a calculated t-value of 8.725, which is greater than the t-table value of 1.985, and a significance value of $0.000 < 0.05$. The regression coefficient (B) of 0.709 indicates that each one-unit increase in workload will increase employee performance by 0.709 units, assuming other variables remain constant. The standardized coefficient (Beta) of 0.661 indicates that workload has a relatively strong influence on performance compared to other variables.

These findings align with Siagian (2021), who stated that an appropriate workload can increase work effectiveness by maximizing employee potential. A measured and proportional workload encourages employees to be more productive. Conversely, if the workload is too heavy or does not match capacity, it will negatively impact work output. This research is also supported by recent research by Putri and Hermawan

(2023), which found that workload significantly impacts employee performance in the service sector. They noted that good workload management helps reduce psychological stress and improve work focus, ultimately contributing to improved overall performance.

2. The Effect of Job Stress on Performance

Based on the statistical test results, job stress (X2) also significantly impacts employee performance. This is indicated by the calculated t-value of 10.332, which is greater than the t-table of 1.985, and a significance value of $0.000 < 0.05$. The regression coefficient of 0.682 and the Beta value of 0.722 indicate that job stress has a strong influence on employee performance, even higher than the influence of workload based on the Beta value.

These findings support the theory of Robbins and Judge (2020), which states that job stress, when not managed properly, can lead to decreased performance by reducing employee motivation, concentration, and physical and mental resilience. However, to a certain extent, stress can function as a motivator (eustress) that actually improves performance, depending on how management handles the work situation.

Research by Lestari and Nugroho (2022) also showed similar results, demonstrating that job stress significantly impacts the performance of administrative staff in government agencies. The study emphasized that stress arising from time pressure and role conflict can reduce productivity and service quality.

3. The Effect of Workload and Job Stress on Performance

Simultaneously, workload and job stress significantly influence employee performance. The F-test results show a calculated F-value of 67.994, significantly greater than the F-table of 3.09, with a significance level of $0.000 < 0.05$. This indicates that the regression model used in this study can explain the relationship between the independent variables (workload and job stress) and the dependent variable (employee performance). Furthermore, the coefficient of determination (R-square) of 0.584 indicates that 58.4% of the variation in employee performance can be explained by these two variables together, while the remaining 41.6% is explained by factors outside the model.

This aligns with Mangkunegara (2020), who explains that performance is influenced by several internal factors, such as individual ability and motivation, as well as external factors, such as workload and organizational pressure. When workload and job stress are managed appropriately, employee performance tends to improve.

Research by Andini and Maulana (2023) reinforces these findings, finding that the combination of workload management and work stress management significantly impacts the performance of healthcare workers in hospitals. This research suggests that organizations need to balance job demands with employees' personal capacities to achieve optimal performance.

V. CLOSURE

A. Conclusion

Based on the data analysis and discussion, it can be concluded that:

1. Workload significantly influences employee performance, meaning that the more appropriate and manageable the workload, the higher the resulting performance.
2. Job stress also significantly influences employee performance. Excessive stress levels can reduce work performance, while controlled stress can boost productivity.
3. Simultaneously, workload and job stress significantly influence employee performance, contributing 58.4%, while the remainder is influenced by other variables not examined in this study.

B. Suggestion

Based on the research results and conclusions, the researcher offers the following recommendations:

1. For company management, it is important to periodically evaluate workloads to prevent overload, which can lead to stress or physical and mental exhaustion. Aligning workloads with individual abilities and capacities should be a priority.
2. Stress management programs should be designed, for example through emotional management training, providing psychological counseling facilities, and creating a supportive work environment.
3. For future researchers, it is recommended to include other variables that can influence performance, such as leadership, work culture, or job satisfaction. Longitudinal research can also be used to capture changes over time.
4. For employees, it is important to have good time management and stress management skills to remain productive and high-performing amidst demanding work.

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