

# IMPACT OF WORKLOAD AND RESPONSIBILITY LOAD ON WORK STRESS AND JOB PERFORMANCE ON CONSTRUCTION PROJECTS DURING THE PANDEMIC

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**Abstract:** Construction is one of the sectors that the government relies on to contribute to national growth; the impact of this policy is that the number on the projects is not balanced with construction experts, thereby increasing the workload of construction employees, coupled with the pandemic, limiting construction project activities which are labour-intensive activities that require a lot of interaction and physical activity in the field. This study aims to determine the impact of a workload and responsibility load on work stress and job performance in construction projects during the pandemic. This research uses a correlational descriptive quantitative approach; the population in this study is 100 construction employees in Indonesia. The sampling technique is total sampling with multiple linear regression. The result showed that workload significantly affects the responsibility load on construction project workers in Indonesia. The workload has a positive and significant impact on Indonesian construction project workers. Responsibility load has a positive and significant effect on Workstress on Project Construction workers in Indonesia. The influence of responsibility load on work stress is negative and significant. Work stress on employees does not affect job performance on employees. Namely, there is no effect if construction employees have high work stress on their work. It does not affect job performance. The work stress variable has no positive or significant effect on job performance. Further research can incorporate variables that influence job performance, such as workload, responsibility load, work stress, and others, to improve job performance at construction.

**Keywords:** Workload, Responsibility Load, Work stress, Job performance, Construction Project, Pandemic

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Construction is one type of stressful, dynamic, and challenging plan (Leung, 2011). The construction sitector is the third-largest work with a competitive,

contributor to the Indonesian economy. In BPS and GDP data, the construction sector in 2019 was at Rp. 2,947.3 trillion or 19.82% of GDP of Rp. 14,837 trillion. In the last five years, the Ministry of Public Works and Public Housing budget has been in the third highest position in the state budget. Through the Presidential Decree, the government has established several National Strategic Projects that aim to fulfill the needs and increase the community's welfare. With this in mind, a strategic treatment can be done by eliminating problems in its implementation where existing projects can be completed with existing targets. Especially with the pandemic, government spending through infrastructure development is an alternative goal to maintain the community to help the economy. This activity is also one of the massive national economic recovery efforts in the past four years. The obstacles that exist are seen in the experts in the construction sector, which are very far from the current needs, where currently up to 700,000 people are needed. Meanwhile, in the data obtained, the number of construction experts, for now, is only 195.000 (Maulana, 2019).

On the other hand, COVID-19 severely restricted economic activities. Without exception, the construction industry has been severely affected by COVID19. The pandemic has led to the establishment of regulations that restrict the movement of people. Very contrary to the needs of the construction industry that needs to work on the project site (Gamil and Alhagar, 2020). And there are no studies that exclusively report on the impact of the pandemic on the construction industry workforce. The most influential impact of the imbalance in the number of construction experts on construction projects is increased workload. Increased workload if the individual cannot adapt to pressure due to the individual's lack of understanding of his limitations will lead to conflict, worry, and disappointment, which are the basic types of stress (Luthans, 2006).

Over the past four decades, work stress researchers have paid considerable attention to workload's potential correlations and consequences. Inappropriate allocation of tasks in construction activities leads to reduced productivity, higher error rates, and more work injuries. (Taylor, 2017). In

project management, the work stress effect can reduce productivity, increase the number of missed work, and ultimately contributes to one of the causes of project failure (Ehsan, 2019). Adekunle and Lucent-Iwhiwhu (2014) concluded the essence of workforce planning is to ensure the regular and adequate supply and maintenance of relevant human resources in various departments.

Furthermore, hypotheses are proposed regarding the relationship between workload and responsibility load, work stress, and job performance, and the results of this study are then presented. From several contradictory statements in several studies, plus the gap in the construction expert workforce with the number of projects in Indonesia and the pandemic conditions which in some studies impact work stress, further research is needed to determine and analyze workload pair responsibility load, responsibility. Work pressure, the work pressure of Indonesian construction workers, especially during the pandemic. Workload refers to personal assignment or expected workload (Veldhoven, 2014).

Based on the background above, the formulation of the problem does workload and responsibility load has a positive and significant effect on workers' work stress and job performance. This statement is important to study because the condition of construction workers in Indonesia requires evaluation, especially with the pandemic and acceleration of development from the government. With the unprecedented pandemic conditions and several hypotheses in previous research, several things contradict each other. This research is expected to add insight regarding the factors that can cause affect employee performance, especially construction project employees. It is hoped that this research can be used to develop science. The purpose of this study is to determine the effect of workload responsibility load, especially during a pandemic, on work stress and Job performance for workers.

## **LITERATURE REVIEW**

### **Workload**

Munandar (2011) stated that the workload, as a work condition, describes the work that must be completed within a certain period. The workload is

the collection or collection of activities that employees must perform within a specified period. It is an aspect that the company must consider because the workload will affect employee productivity and work comfort. (Soelton and Atnani, 2018). Based on Maiti (2008), Excessive workload on workers in the construction industry is one of the factors that cause unsafe working conditions (excessive physical workload).

**Responsibility Load**

McGrath and Whitty (2018) stated that responsibility is the obligation to perform a task satisfactorily. The burden of responsibility occurs when a person gets many responsibilities to complete in the available time (Kirmeyer and Dougherty, 1988). Tasks that require more knowledge, decision-making, and skills will result in a more significant burden of responsibility. (Brennan and Spencer, 2010). Blaug et al. (2007) stated that when two jobs and resource requirements do not match the ability of one worker to meet those needs, work-related.

**Work Stress**

Munandar (2011) stated that work stress could not be explained as dangerous the physical and emotional reactions that occur when job requirements do not match workers’ skills, Resources, and needs. The negative impact of work pressure is considered a challenge for employers and workers so that some variables can sometimes show different types of associations with different groups of people (Park, 2007). According to Sinambela (2016), there are several causes of work stress, including heavy workload, urgent working time, low quality of work supervision, and unhealthy working atmo-

sphere. Insufficient work authority related to duties and labor conflicts. Another difference between frustrated employees and leaders at work. Another cause of job stress is the level of differentiation within the company and workers who do not have the right to participate in decision-making (Robbins, 2003). Mathis et al. (2015) stated that performance is related to employees’ products for the company. To improve job performance, the manager should pay attention to the relationship between challenge stress and Job Performance (Deng et al., 2019)

**Job Performance**

At the same time, according to Scotter et al. (2000), Organizations need high-performing people to achieve their goals, provide professional products and services, and ultimately gain a competitive advantage. Work performance is defined as the ability of employees to perform a particular skill (Sinambela, 2016). Work performance is a prerequisite for future career development. Compared with low work performance, employees with high job performance can further increase career opportunities. According to Simamora (2004), performance indicators are the number of work products, quality of work results following applicable regulations and process standards, and appropriate timeliness.

From the conceptual framework, it can be explained that there is a positive and significant relationship between workload and responsibility load. There is also a positive and significant relationship between workload and work stress. We also examined a positive and significant relationship between responsibility load and work stress. There is also a positive and significant relationship between workload and job performance.

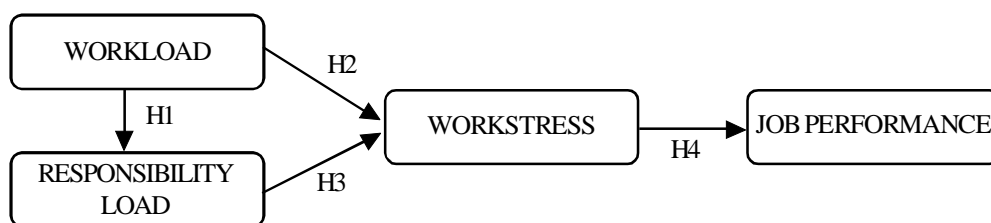


Figure 1. Conceptual Framework

## **HYPOTHESIS DEVELOPMENT**

Research conducted by Prasetyo (2017) shows that responsibility affects a worker's workload, and a high workload will also result in a high responsibility load for workers. Based on research by Maiti (2008), the excessive workload on workers in the construction industry is one of the factors that cause unsafe working conditions (excessive physical workload). We suggest that the absence of excessive workload in a company will also contribute and generate a responsibility load on employees. Thus, the following hypotheses were tested:

H1: The workload has a positive and significant impact of Responsibility Load on construction project workers in Indonesia.

Several studies show a significant relationship between workload and work pressure. Work-related stress is one of the main problems because it harms physical and mental health. (Lee et al., 2013). Erat S (2017) research indicates that the greater the workload, the greater the work pressure. Kokoroko and Sandra (2019) stated that workload positively affects stress at work. Another study conducted by Rizky and Afrianty (2018) shows a positive effect and significant relation between workers' physical and mental workload. A project manager who feels stressed or unable to adapt to the job demands will negatively view his work environment as he is affected by physical exhaustion and morale. That is the so-called stressful work (Prasidananto, 2017). Thus the following hypotheses were tested:

H2: Workload has positive And a significant impact on work stress on construction project workers in Indonesia.

In addition to the workload factor, the responsibility load factor has a positive and significant effect on job stress. (Kirmeyer and Dougherty, 1998). The results are also supported by Markham (1989), which shows a positive correlation between the burden of responsibility and job stress; and a positive correlation between the burden of responsibility and work stress. And stress at work is also supported (Wijaya, 2018). Research conducted by Erat S (2017) Indicates the workload and job responsi-

bilities. When the workload increases, the responsibility load will increase. Thus the following hypotheses were tested:

H3: Responsibility load has a positive and significant impact on work stress for construction project workers in Indonesia.

In a study conducted by Steven and Prasetyo (2020), work stress had a negative and significant effect on job performance. This study was also supported by Arshadi and Damiri (2013) of the Iranian National Drilling Company (INDC). Job performance is defined as the organization's value on individual behavior in a certain period (Weiner, 2013). Gohary (2012) stated that the key to increasing productivity is not maximizing workload. Instead, the key is to maintain a predictable workflow and thus adapt to the available workloads. A study conducted by Kissi (2019), Construction in Ghana, revealed an irrelevance of working overload about performance employees in the construction industry. Spagnoli (2019) revealed that workload could impact performance if there is no mediating variable from work involvement which has a positive and significant relationship between workload, work stress, and work performance.

Mauladi and Dihan (2015) stated that work stress could have a negative impact on work performance. Work stress is generally considered one of the factors that can reduce the quality of employee performance. It can be concluded that employees with low workloads will have higher performance. In addition to work stress due to workload, work and family conflicts, fatigue, anxiety, dissatisfaction, etc., this dramatically affects employee performance (Wartono, 2017). Thus the following hypotheses were tested:

H4: Work stress has a positive and significant effect on workers' work performance in Indonesia.

## **METHOD**

This study focuses on the relationship between workload and responsibilities on work stress, the implications of which impact the employee job performance in Indonesian state-owned construction

companies. In this study, data analysis used the multiple linear regression method, which is used to test a hypothesis between one or more variables (Djalil, 2020). This study uses a quantitative research strategy method, which according to Ahmad (2018), research with a quantitative strategy is the measurement of data, statistics, and objectives with sample and population calculations. This research will use two kinds of statistics, descriptive and inferential statistics. This study uses quantitative analysis with inferential statistics with correlational analysis. Find out the relationship between work pressure and work pressure, which impacts employees in Indonesian state-owned construction companies. In practice, this research will be carried out in natural conditions where the researcher's intervention is minimal. The unit of analysis used is an individual who is a worker of Indonesia state-owned construction company. In terms of the research timeline, this research is cross-sectional in each of the existing variables is observed simultaneously with the consideration of cheaper and more efficient costs.

The population in the research are employees at state-owned construction companies in Indonesia, especially employees in the operational division who are on projects in the Indonesia region, some of whom are carrying out national strategic projects that have relatively tight targets. The sampling technique

is simple random sampling, where each member of the population has the same chance as the study sample. This study uses quantitative data, and the data collection technique used in this research is a questionnaire. Sekaran and Bougie (2017), Define a questionnaire as a pre-made written list of questions that the respondent will answer, usually with a clearly defined alternative. Questionnaires were distributed online via Google Form and distributed to 109 respondents. Answers to questions on the questionnaire are scored on a five-point scale, which will start on a scale of 1 (strongly disagree) to 5 (strongly agree). Distributing questionnaires online can save time and research costs and facilitate access to a vast population of individuals.

**RESULTS**

**Validity Test and Reliability Test**

In data analysis, the validity and reliability of the questionnaire were tested. The test results found that the validity test with indicators of workload, responsibility load, work stress, and job performance obtained all values of  $r_{count} > r_{table}$  ( $r_{table} = 0.1966$ ). Thus it can be shown that each indicator in the question is declared valid. Then, in testing the reliability of the four research variables, Cronbach's Alpha value is more significant than 0.6, so all four variables are considered reliable.

**Table 1. Regression Analysis Model**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig
	B	Std. Error	Beta		
1 (Constant)	38.881	3.066		12.680	.000
WL	.155	.072	.213	2.161	.033
2 (Constant)	12.264	7.475		1.641	.104
WL	.922	.110	.657	8.347	.000
RL	-.489	.152	-.254	-3.224	.002
3 (Constant)	55.816	2.004		27.859	.000
WS	-.034	.066	-.052	-.514	.608

Data Processed (2021)

Based on data processing, the results of the equation/regression model are as follows:

$$Y = 38,881 + 0,155 X_1$$

$$Y = 12,264 + 0,922 X_2 + -0,489 X_3 + e_i$$

$$Y = 55,816 + -0,034 X_4$$

Table 2. Coefficient of Determination

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.213 <sup>a</sup>	.046	.036	5.01513
2	.652 <sup>a</sup>	.426	.414	7.52395
3	.052 <sup>a</sup>	.003	-.007	6.43055

Data Processed (2021)

Results Table 2 shows that the correlation coefficient R-value will show how the relationship or correlation of the variables. In the relationship between workload and responsibility load, the R-value is 0.213, and it can be explained how much The independent variables exceed dependent variables. The coefficient of determination (R<sup>2</sup>) obtained as a result of the square azimuth of R is 0.046; it is understood that the effect of the workload variable on the amount of responsibility is 4.6%, and the remaining 95.4% affected by factors other than variable X. In the relationship between workload and burden of responsibility for employees, the obtained R-value is 0.652 and can be explained by the degree of influence. Of the independent variable concerning the dependence variable. From the production point of view, the coefficient of determination (R<sup>2</sup>) is 0.426, which indicates that the workload variable and the responsibility burden variable impact work stress of 42.6%, and the remaining 57.4% are affected by factors other than X variables. R is equal to 0.52 and can be explained by the magnitude of the influence of the dependent variable. From the output results, the coefficient of determination (R<sup>2</sup>) is 0.03, which implies that the influence of the stress variable on work efficiency is 3%, and the remaining 97% are influenced by factors other than the variable X.

Table 3. T-Test Results

	t count	Sig.
Workload - Responsibility Load	2.161	.033
Workload - Workstress	8.347	.000
Responsibility load - Workstress	-3.224	.002
Workstress - Job Performance	-.514	.608

Data Processed (2021)

The following is the t-test result obtained from the regression result of this research (Table 3).

According to the table above, the impact of workload on responsible load is  $0.033 < 0.05$ . **H0 is rejected, and H1 is accepted** with the at-count value of 2.161. The workload variable positively affects the burden of responsibility, with some significant effects in the following t-test.

The meaning value of the effect of the workload on the work stress is 0.000 and 0.05. It shows that **H0 is rejected, and H2 is accepted** with a t value of 8,347. Therefore, we can conclude that the workload variable has a positive and significant influence on the work.

Then on the relationship between the responsibility load and work stress, the significance value of the responsibility load effect on the work stress is  $0.002 < 0.05$ . **H0 is rejected, and H3 is accepted** with a t value of -3.224, so it can be concluded that the variable I responsibility load has a partial negative and significant effect on work stress.

Furthermore, it was found that the significance value of the effect of work stress on work performance was  $0.608 > 0.05$ . **H0 is accepted, and H4 is rejected** with a t value of -0.514 so that the work stress does not have positive and partially significant effects on job performance.

## DISCUSSION

The researcher analyzes the relationship between workload and the level of employee responsibility and its effects on job performance in construction companies in Indonesia. Condition in the construction company employees on the project has quite solid working hours with an average work pattern of 60 active working days and seven days off and a reasonably tight work target because the

construction company work contract uses calendar days, including calendar days Saturday-Sunday as a working day. Coupled with highly diverse project dynamics, it will impact employees. From the results in the research conducted, there is a positive correlation between workload and responsibility load and work stress, but also found negative and insignificant results on job performance in construction companies in Indonesia.

### **Relationship Between Workload and Responsibility Load**

Based on the relationship between the hypothesis test results and the partial test (t-test), the workload has a positive and significant impact on responsibility load. The greater the workload of Indonesian construction workers, the greater the burden of responsibilities of employees. Erat (2017) stated that with research samples from academics from various universities in Turkey, they concluded that as the workload increased, so did their responsibilities. The workload increases due to their work and personal responsibilities. Additional work of employees often occurs on construction projects. Companies need to focus on their employees' workload due to its effect on company productivity, additional problems of managing projects, and reduced labor dynamics (Izetbegović and Nahod, 2014).

### **Relationship Between Workload and Work Stress**

Based on the partial test (t-test), the hypothesis test result shows that workload positively and significantly affects work pressure. The higher the workload of construction workers in Indonesia, the higher the work stress among employees. The results of this study are in line with the study conclusion was done by Aini (2014). Aini (2014) proposed that a high workload will affect the stress at work and later will affect patient safety in the hospital.

### **The Relationship Between Responsibility Load and Work Stress**

We found that the burden of responsibility has a negative and significant effect on work stress;

the greater the liability burden of Indonesian construction workers, the greater the work pressure of the employees. The results of this research contradict the results of Markham (1989). There is a relationship between the burden of responsibility and work pressure among them. There are positive correlations and significant differences, in which the level of academic stress increases with the existence of responsibility. In addition, the Covid-19 pandemic conditions and employees worrying about what is happening can cause stress to the employee (Yu et al., 2021).

### **The Relationship Between Work Stress and Job Performance**

The hypothesis results show that work stress harms work performance, which can be seen from the significance value of the t-test. The greater the work pressure of Indonesian construction workers, the less affected the performance of Indonesian construction workers. The results of this study are in agreement with Aryanta, Sitiari, and Yasa (2019) in the ongoing research. A negative and insignificant relationship indicates that the employee's work and stress levels have weaknesses to improve performance. Still, the impact is outstanding and weak. Work stress is essential for a business; another factor that can be done to improve performance is the company's attention to employees.

## **CONCLUSIONS**

The workload on employees influences the responsibility load on employees because construction employees will have a high burden of responsibility for their work. The first hypothesis states that workload significantly affects the responsibility load on construction project workers in Indonesia, which is proven to be accepted. Employee workload affects employee workload. The effect is that the work pressure of construction workers will be very high. Therefore, the second hypothesis that the workload has a positive and significant impact on the Indonesian construction project workers is tested and accepted. The employee's burden of responsibility impacts the employee's work pressure. The effect is that if construction workers bear a heavy burden

of responsibility, their work pressure will be very high. Then the third hypothesis states that Responsibility load has a positive and significant effect on Workstress on Project Construction workers in Indonesia is proven and accepted. Still, in our research, the influence of responsibility load on work stress is negative and significant. Work stress on employees does not affect job performance on employees. Namely, there is no effect if construction employees have high work stress on their work. It does not affect job performance. The four hypothesis states that work stress has a positive and significant effect on job performance on workers project construction in Indonesia is unproven and unacceptable. The hypothesis exists, and the research is carried out from the data tested. The obtained results are not proven and not accepted. The fourth hypothesis is that the work stress variable has no positive and partially significant effect on job performance.

The research results are expected to be useful theoretically and practically for companies and academics. The following are the implications of the research: This research is expected to add insight regarding the factors that can affect employee performance, especially construction Project employees and it is hoped that this research can be used to develop knowledge. Apart from that, this research provides input to the company to obtain steps to improve employee performance and involvement by paying attention to aspects of work, responsibility load, workstress, and physiological and mental employees.

## **RECOMMENDATIONS**

In the research carried out by (Erat S 2017), it is expected that the relationship between existing variables will be examined as a research topic in subsequent research. For this reason, we examine the relationship between more subjective variables. In the findings obtained, several suggestions are proposed:

### **For Construction Companies in Indonesia**

Construction companies need to consider the workload ratio in employees to anticipate the

workload on employees to avoid the responsibility load on employees in Indonesian construction companies. To avoid work stress, construction companies need to consider the internal workload ratio to anticipate employees' workload. Construction companies need to consider the ratio of responsibility load on employees to anticipate the responsibility load on employees to avoid work stress on employees in Indonesian construction companies. Construction companies need to hold a program 1-2 times a year to make employees at construction companies in Indonesia have a better physical and mental mind so that they will be able to work more optimally than before. Teams in construction projects in Indonesia must optimize performance despite having additional tasks. Employees who have worked longer must provide direction or assistance to employees with shorter tenures to share experiences at work. Leaders in construction companies must provide direction regarding the division of tasks in both office and field to avoid delegation of different tasks.

### **For Further Researchers**

The analysis we carried out regarding the impact of workload and sense of responsibility on work pressure, which will impact job performance, will lead to further research about this topic. It can be used as an example for future studies regarding prioritizing the responsibility load relationship as in the research conducted we do this, and how the attitude in the company that we do not describe in this study. Great support gives substance to your research study and will help develop further research with the same research.

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