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**THE INFLUENCE OF WORKLOAD, JOB STRESS, AND EFFECTIVE COMMUNICATION  
TOWARDS EMPLOYEE'S PRODUCTIVITY AT CV.KOMBOS MANADO**

*PENGARUH BEBAN KERJA, STRESS KERJA DAN EFEKTIFITAS KOMUNIKASI TERHADAP  
PRODUKTIFITAS KARYAWAN DI CV.KOMBOS MANADO*

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**Abstract:** The Wheel of Life of an employee is one important concept that can easily be put off balance by the quality of work and work related stress. Effective communication also plays a vital role in the company that can influence the employee's productivity. Productivity increases when your employees are satisfied with their jobs and with the level of communication they receive from management. In north Sulawesi, PT. Hasrjat Abadi has several branches office which is located in different region, one of the branches is CV. Kombos. This research aim to know about the influence of workload, job stress, and effective communication toward employees' productivity. This research is using a multiple regression analysis with total population is 50 employees at CV. Kombos Manado. The result shows that workload and effective communication are significantly influence the employees' productivity. Meanwhile, job stress isn't significantly influence the employees' productivity. The company should keep added the something that can keep the productivity of the employee positively increase, like hire a professional team leader. Also, create a good communication toward the employees.

**Keywords:** *workload, job stress, effective communication, employee productivity*

**Abstrak:** *Beban kerja mengacu pada intensitas penugasan kerja. Ini adalah sumber tekanan mental bagi karyawan. Roda Kehidupan karyawan adalah salah satu konsep penting yang dapat dengan mudah ditunda oleh kualitas kerja dan stres kerja. Efektivitas komunikasi juga memainkan peran penting dalam perusahaan yang dapat memengaruhi produktivitas karyawan. Produktivitas meningkat ketika karyawan puas dengan pekerjaan mereka dengan tingkat komunikasi yang mereka terima dari manajemen. Di Sulawesi Utara, PT. Hasrjat Abadi memiliki beberapa kantor cabang yang terletak di daerah yang berbeda, salah satu cabangnya adalah CV. Kombos. Penelitian ini bertujuan untuk mengetahui pengaruh beban kerja, stres kerja, dan efektivitas komunikasi terhadap produktivitas karyawan. Penelitian ini menggunakan analisis regresi berganda dengan jumlah populasi 50 karyawan di CV. Kombos Manado. Hasil penelitian ini menunjukkan bahwa beban kerja dan efektivitas komunikasi secara signifikan mempengaruhi produktivitas karyawan. Perusahaan sebaiknya terus menambahkan sesuatu yang dapat menjaga produktivitas positif karyawan, seperti merekrut seorang pemimpin profesional, juga menciptakan komunikasi yang baik antar karyawan.*

**Kata Kunci:** *beban kerja, stress kerja, efektivitas komunikasi, produktifitas karyawan*

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## INTRODUCTION

### Research Background

Human resource management is involved in providing human dignity to the employees taking into account their capacity, potentially, talents, achievement, motivation, skill, commitment, great abilities, and so on. So, that their personalities are recognized as valuable human beings. The role of human resource management is to plan, develop and administer policies and programs designed to make optimum use of an organizations human resources. It is that part of management which is concerned with the people at work and with their relationship within enterprises.

One of the key issues that most organizations face nowadays is the need to improve employee productivity. Employee productivity is an assessment of the efficiency of a worker or group of workers. In actual terms, productivity is a component which directly affects the company's profits (Sels *et al.*, 2006). Productivity may be evaluated in terms of the output of an employee in a specific period of time. There are so many factors that can influence the productivity of the employee, include workload, job stress, and effective communication.

Workload refers to the intensity of job assignments. It is a source of mental stress for employees. As defined by Robbins and Judge (2014), change in workload tends to change the stress level of employees, which ultimately affect the performance of employees. Stress is not necessarily bad in and of itself, while it is typically discussed in a negative context. The Wheel of Life of an employee is one important concept that can easily be put off balance by the quality of work and work related stress. Beside workload and job stress, effective communication also plays a vital role in the company that can influence the employee's productivity. Productivity increases when your employees are satisfied with their jobs and with the level of communication they receive from management.

In PT. Hasjrat Abadi, CV. Kombos Manado, there are several field in that company that support the synergy of the company performance, those field are; Marketing, HRD, Engineer (Mechanic), and Cleaning Service also Security. The mechanical employees are the employees who always face the most heavy workloads, where they holds an important role on company's image, it because of the quantity of their work and each day they have to encounter lots of cars in a day, just like the doctors who treat patients, but they're not only doing work by brain but also with their physical.

### Research Objective

Based on the research problem, the objectives of this research are to know the influence of:

1. Workload, Job Stress, and Effective Communication on Employee Productivity at CV. Kombos Manado.
2. Workload on Employee Productivity at CV. Kombos Manado.
3. Job Stress on Employee Productivity at CV. Kombos Manado.
4. Effective Communication employee productivity at CV. Kombos Manado.

## THEORETICAL REVIEW

### Human Resource Management

According to Boxall and Purcell (2008) human resource management has in spite of the lack of clarity over definition, become the most popular term to refer to the activities of managers in relation to people management. In other words, human resource is the most important and effective determinant of correct organizational moving towards their goals the in organization. In other words, human resource is the most important and effective determinant of correct organizational moving towards their goals the in organization. For achieving organizational goals, each organization must have the qualified and competent work force (Tabedian, 2014).

### Employee Productivity

Employee is a main part of an organization in playing the role as an asset or human resources of the company itself. Human resources management focusing attention on the problem of personnel at each company. Employee productivity is a term that often used in planning the development of the industry in particular and planning the development of the national economy in general.

**Workload**

According Komaruddin (1996: 235), a workload analysis is the process to set the number of working hours of people who used or needed to complete a job within a certain time, or in other words, workload analysis aims to determine how the number of personnel and the amount of responsibility or proper workload delegated to an officer. According to Danang Sunyoto (2012: 64), the workload is too much that can cause tension in a person causing through stress. This could be caused by the level of expertise that is demanded is too high, perhaps too high working speed, volume job that might be too much and so on.

**Job Stress**

Stress is a condition of physical and psychological mental disorder which occurs in a situation of pressure, when resources are unable to fulfill the demand of an individual. Most of time of our lives spent at work, job stress is widely experienced and so pervasive, that it's been found to effect people in every sector. Employees' in health sector spend most of their time at work, that's why they are directly targeted by stress; due to this their productivity at workplace decreases greatly.

**Effective Communication**

Handoko (2009:272) defined that communication is the transfer in the form of ideas or information from one person to another. The sense of displacement involves more than just the words that are spoken, but also facial expressions, intonation, vocal breaking point and so on. And the effective transfer requires not only the transmission of data, but that a person can submit and receive highly dependent on certain skills (reading, writing, listening, speaking, and others) to create a successful exchange of information.

**Previous Research**

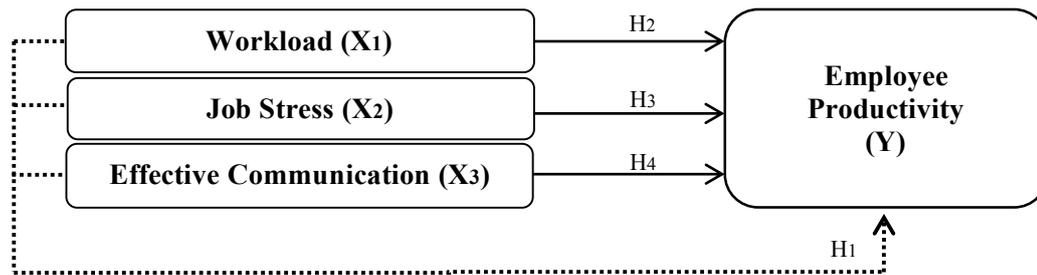
Naqvi *et al* (2013) Job Stress and Employee's Productivity: Case of Azad Kashmir Public Health Sector. The study is designed to identify and analyze the causes and effects of job stress on employees' productivity in Public health sector of Muzaffarabad and Poonch divisions of Azad Jammu and Kashmir (AJ&K) to enrich the literature in this vital area. The result shows that lack of financial rewards, Inflexibility in work hours, Personal issues, Low control over the work environment and Bureaucratic management system are negatively correlated with employees' productivity while lack of financial rewards contributed more in creating job stress among the public health sector employees.

Rajhans (2012) Effective Organizational Communication: a Key to Employee Motivation and Performance. The objective of the present paper is to explore the inter relationship between communication and motivation and its overall impact on employee performance. The paper focuses on the fact that communication in the workplace can take many forms and has a lasting effect on employee motivation. This research found that Vanaz implements various effective organizational communication practices which contribute a lot to motivate its employees and increase their performance and loyalty towards the organization.

Shah *et al* (2011) The research Workload and Performance of Employees, if an individual has low workload in relation to his abilities, he is underutilization and his workload must be raised to an appropriate level. It will give satisfaction to the individual and the organization will also gain optimum production. Conversely if workload is high, it is the leader's job to reduce this workload level. Moreover, sudden increase or decrease in workload both lead to impaired performance However, sudden increase in workload curve is more sensitive and it badly affects the performance of the employees. Workload should be periodically evaluated in terms of new organizational priorities and initiatives (HPWS).

Ngantung, Saerang, and Pandowo (2015) The Effect of Job Stress, Workload And Work Environment on Employee Turnover (Case Study At Pt Hasjrat Abadi Manado). The objective of this research is to identify the effect of job stress, workload, and work environment on employee turnover. Result showed that job stress, workload, and work environment have significant effect on employee turnover simultaneously and partially.

## Conceptual Framework



**Figure 1. Conceptual Framework**

Source: *Theoretical Framework (2018)*

## RESEARCH METHOD

### Type of Research

The type of this research is causal research. Hair, *et al* (2010:118) stated that the primary focus of causal research is to obtain data that enables researchers to assess “cause-effect” relationship between two or more variables.

### Place and Time of Research

This research is conducted at CV. Kombos Manado in period of June – August 2018.

### Population and Sample

In investigate the research, researcher needs to choose the population of the research. Sekaran and Bougie (2009:262) pointed out that population refers to the entire group of people, events, or things of interest that the researcher wishes to investigate. Population in this research will be the employees at CV. Kombos Manado. The researcher decided to use 50 people as the respondent. The respondent must be the subordinate and works for the Head of CV. Kombos Manado.

### Data Collection Method

The research data can be obtained from two types of data, primary data and secondary data. Primary data refer to information obtained first-hand by researcher on the variable of interest for specific purpose of study. Secondary data refer to information gathered from sources that already exist as we saw in literature review (Sekaran and Bougie, 2010:180)

### Data Analysis Method

#### Validity and Reliability Test

To analyze the validity of questionnaires, Pearson Product Moment is used. An instrument measure is valid if the instrument measures what tough to be measured. Reability test is established by testing for both consistency and stability of the answer question. Alpha Cronbach is reliable coefficients that can indicate how good items in asset have positive correlation one another (Sekaran, 2006:177).

### Multiple Regression Analysis Model

Multiple regressions is a descriptive tool used to develop a self-weighting estimating equation by which to predict values for a dependent variable from the values of independent variables, to control confounding variables to better evaluate the contribution of other variables, or to test and explain a causal theory. The formula of multiple regression models in this research is shown below:

$$y = a + \beta_1x_1 + \beta_2x_2 + \beta_3x_3$$

Y : Employee’s Productivity

a : Intercept

$\beta_1$ - $\beta_4$  : Regression Coefficient of Each Variable

$X_1$  : Workload

$X_2$  : Job Stress

X<sub>3</sub> : Effective Communication  
 e : Error

**RESULT AND DISCUSSION**

**Result**

**Reliability Test**

“The minimum value of Cronbach’s alpha must be 0.6. It is better if the value is above 0.6 (Sekaran, 2003). The table above shows that Cronbach’s Alpha > 0.6.

**Table 1. Reliability Test**

No	Variables	Cronbach’s Alpha
1	Workload (X <sub>1</sub> )	.882
2	Job Stress (X <sub>2</sub> )	.801
3	Effective Communication (X <sub>3</sub> )	.848
4	Employee’s Productivity (Y)	.772

Source: SPSS Output ver.22 (2018)

Table 1 shows the Cronbach’s Alpha values of all indicators are above 0.60, it means that all the variables in this research is considered reliable and can be used to retrieve data.

**Classical Assumption Test Multicollinearity Test**

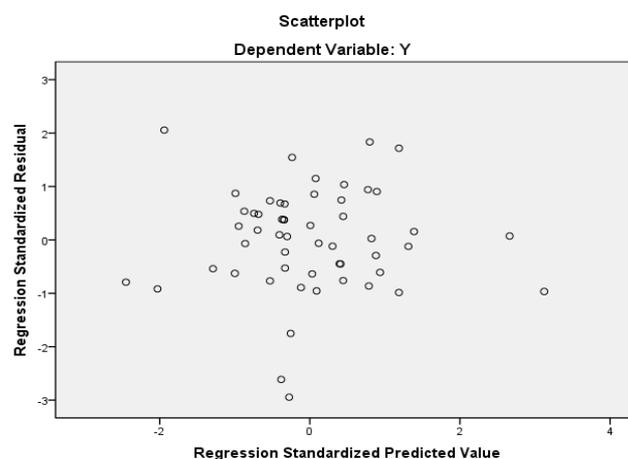
**Table 2. Multicollenearity**

Variable	VIF
Workload (X <sub>1</sub> )	1.037
Job Stress (X <sub>2</sub> )	1.530
Effective Communication (X <sub>3</sub> )	1.573

Source: SPSS Output ver.22 (2018)

Table 2 above shows the calculation of Multicollinearity. Moreover, it can be known through the VIF and tolerance, whereby if the value of VIF and tolerance to be around the number < 10 then the regression model above are free from multicollinearity. Based on the results in the table above can be seen by SPSS output does not occur because the symptoms of multicollinearity VIF value of X<sub>1</sub>, X<sub>2</sub> and X<sub>3</sub> are below <10, this means that there is no connection between the independent variables. Thus, multicollinearity assumptions are met (free of multicollinearity).

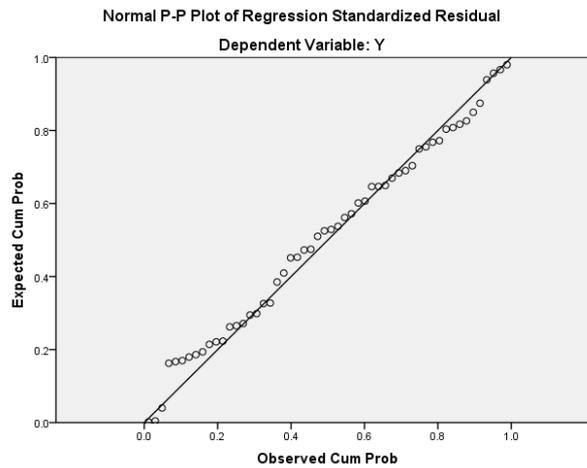
**Heteroscedasticity**



**Figure 2. Heretoscedasticity**  
 Source: SPSS Output ver.22 (2018)

Figure 2 shows that the dots is not created a specific pattern and also spread above and below 0 (zero). It proves that there is no heteroscedasticity in this regression model.

**Normality Test**



**Figure 3. Normality Test**  
 Source: SPSS Output ver.22 (2018)

Figure 3 shows that the dots are separd in the direction of the diagonal lines, it shows that the distribution of the data in this research is normally distributed.

**Multiple Regression Analysis**

**Table 3. Multiple Linear Regression Analysis**

Variable	B
Constant	4.135
X <sub>1</sub>	2.574
X <sub>2</sub>	1.195
X <sub>3</sub>	2.390

Source: SPSS Output ver.22 (2018)

The result in the table 3 can be expressed in regression equation as:

$$Y = 4.135 - 2.574 X_1 - 1.195 X_2 + 2.390 X_3$$

1. Constant 4.135 shows the influence of workload (X<sub>1</sub>), job stress (X<sub>2</sub>), effective communication (X<sub>3</sub>) to the employee’s productivity (Y). It means that if all the independent variables are zero, the employee’s productivity (Y) as dependent variable is predict to be 4.135.
2. 2.574 is the coefficient of workload (X<sub>1</sub>) meaning if there is one unit increasing in X<sub>1</sub> while other variables are constant then Y is predicted to decrease by 2.574.
3. 1.195 is the coefficient of job stress (X<sub>2</sub>) meaning if there is one unit increasing in X<sub>2</sub> while other variables are constant then Y is predicted to decrease by 1.195.

**Table 4. R and R<sup>2</sup>**

R	R <sup>2</sup>
.830 <sup>a</sup>	.688

Source: SPSS Output ver.22 (2018)

Table 4 shows that the R2 is 0,688 which mean the independent variable affecting the dependent variable with 68,8%.

**Hypothesis Testing****Table 5. F-Test Output**

F	Sig.
6.596	.020 <sup>a</sup>

Source: SPSS Output ver.22 (2018)

In this research the  $F_{\text{count}}$  is higher than  $F_{\text{table}}$ ,  $F_{\text{count}} (6.596) > F_{\text{table}} (3.195)$ . Thus,  $H_0$  is rejected and  $H_1$  is accepted. Independent variables Workload, Job Stress, and Effective Communication are simultaneously influence significantly the Employee's Productivity as the dependent variable.

**Table 6. T-Test Output**

Model	t	Sig.
Workload ( $X_1$ )	2.988	.009
Job Stress ( $X_2$ )	2.057	.045
Effective Communication ( $X_3$ )	2.802	.008

Source: SPSS Output ver.22 (2018)

1. Table 6 shows that,  $T_{\text{count}} = 6.392 > T_{\text{table}} = 2.026$ . Since the  $T_{\text{count}}$  is bigger than  $T_{\text{table}}$  then  $H_0$  is rejected and  $H_2$  is accepted. It means that variable Workload is significantly influences Employee's Productivity.
2. Table 6 shows that,  $T_{\text{count}}$  is smaller than  $T_{\text{table}}$  then  $H_0$  is accepted and  $H_3$  is rejected. It means that variable Job Stress not significantly influences employee's productivity.
3. Table 6 shows that,  $T_{\text{count}} = 2.802 > T_{\text{table}} = 2.026$ . Since the  $T_{\text{count}}$  is bigger than  $T_{\text{table}}$  then  $H_0$  is rejected and  $H_4$  is accepted. It means that variable Effective Communication significantly influences Employee's Productivity (Y).

**Discussion**

From the equation of multiple regressions each coefficient shows a positive result, and then every one-point increase in each independent variable will cause an increase in dependent variable. The term of employee's productivity is used to describe the impact of workload, job stress, and effective communication on the productivity of the employee of CV. Kombos, Hasjrat Abadi. As people know CV Kombos is a Toyota's workshop that placed in Manado. The company supplied the vehicle services and selling a vehicle's spare parts. There's a lot of work for the employee that can cause the workload and job stress, such as full car services, oil change, and replacing parts that can affect the productivity. Beside on that factor, an effective communication also can affect the employee's productivity, which are the communication between a superior and employees and between one and another employees.

**Workload and Employee's Productivity**

The result shows that workload has a significant influence on employee's productivity positively. It's mean the employee's productivity did not decrease because of the deadline task, weekend duty, or even they got another work outside the work hour. Spending someone's work is standardized in the form of company work standards by job type. Workload that is too heavy or light will impact working quality. Overworked work money means excess extra labor to pay. This excess causes the organization to hire more employees with the same productivity as the number of employees employed slightly, can cause physical fatigue as well as psychological for employees. Finally, employees become unproductive because they are too tired. Companies should be able to pay attention to the workload of employees to be in accordance with the ability of work owned by its employees. So that employee productivity can be achieved. The human body is designed to perform daily work activities. The muscle mass weighs almost more than half the body weight, allowing us to be able to move the body and do the work. Work on the one hand has significance for progress and improvement of achievement, so as to achieve a productive life as one of life's goals. On the other hand, by working means the body will receive the burden from outside the body. In other words, every job is a burden to the concerned. The burden can be physical or mental burden.

This finding also support the result from the previous research conducted by Shah, *et al* (2016) and Ngantung, *et al* (2017), where they found that workload is one factor determine the employee productivity.

### **Job Stress and Employee's Productivity**

Variable job stress has no significant influence on the employee's productivity. The context of job stress is condition of physical and psychological mental disorder which occurs in a situation of pressure, when resources are unable to fulfill the demand of an individual. The result shows that the job stress isn't significantly influence the employee's productivity at CV. Kombos, . The employee can handle the pressure that the company give and can fulfill a hard task. It's can be handle because the company give them an extra money (bonuses) so the employee feel appreciates about their work. All forms of "stress" are essentially caused by the lack of understanding of human beings of their own limitations. The inability to resist this limitation will lead to frustration, conflict, anxiety, and guilt that are the basic types of stress. work stress with a certain level will stimulate the body to increase its ability to react. Employees or individuals then often perform their tasks better, more intensively, or faster. Stress work in other words at a certain level will be able to increase employee productivity, but if allowed to drag down can reduce the level of work productivity. For the organization, stress in the workplace can result in low job satisfaction, lack of commitment to the organization, inhibition of the formation of positive emotions, poor decision making, low performance. Stress at work can ultimately lead to financial losses in organizations that are not few in number. Stress becomes an important issue because the situation can affect job satisfaction and work productivity.

A previous study conducted by Naqvi, *et al* (2013) also found that there is no significant effect of stress on productivity. That why in their research they suggested that to other researchers to include more job related stress factors in AJ&K, like work overload, role conflict, gender discrimination, demand pressure and many more to make this research more comprehensive. Ngantung, *et al* (2017) found that work stress not only affect on employee turn but also to employee productivity. It has proven to be one of the most costly and seemingly intractable human resource challenges confronting by several organizations globally.

### **Effective Communication and Employee's Productivity**

Variable effective communication has significant influence the employee's productivity. The context of an effective communication is the communication that can helps individuals and groups coordinate activities to achieve goals, and it's vital in socialization, decision-making, problem-solving and change-management processes. The result shows that the effective communication influences the employee's productivity positively. There's a good communication between the leader and the subordinate, between one and another employee. There's also a strong team work on the company with a trust of each other. It makes the productivity of the employee increase and together they can achieve the company goals. Communication is one of the most important but also complex aspects of human life. Man is greatly influenced by the communication he does with other human beings, both known and unknown. Communication has a vital role for human beings, therefore everyone should pay close attention to communication. Communication relationships that exist both between the leadership and employees and between employees who one with other employees, is one key to success in achieving organizational goals that have been established.

This finding supporting the research conducted by Rajhans (2012) about Effective Organizational Communication as a Key to Employee Motivation and Performance. The objective of the present paper is to explore the interrelationship between communication and motivation and its overall impact on employee performance. The research studied about the fact that communication in the workplace can take many forms and has a lasting effect on employee motivation.

## **CONCLUSION AND RECOMMENDATION**

### **Conclusion**

Based on the result of analyzing and discussing, then four conclusions can be purposed:

1. Workload give a significant influence on employee's productivity positively at , CV Kombos Manado.
2. Job stress has no significant influence the employee's productivity at , CV Kombos Manado but give a positive influence on the employee's productivity.
3. Effective communication gives a significant influence on employee's productivity at , CV Kombos Manado.

### Recommendation

Based on the conclusions that have been put forward, there are several recommendations that can be concluded from the overall result in this research, which are listed as follow:

1. Based on the result, the most significant factor that influence the employee's productivity is the workload. The result shows it's give a positive influence. Which means that tasks the company give to the employee did not make their productivity decrease. An award or an intrinsic motivation makes the employee didn't think that a deadline task as a bad thing that can make the depressed. The company should hire a team leader that can keep the employee's productivity.
2. Job stress isn't significantly influence the employee's productivity but still have a positive influence. Some of the employee increasing their productivity even if there have a pressure on work. It because of the bonuses that the company give if the employee reaches the target. The company should keep added the something that can keep the productivity of the employee positively increase.
3. Effective communication is significantly influence the employee's productivity in a positive way. Which mean that there's a good relationship in the company between one and another employee that give a positive influence on the employee's productivity. The company should keep a great communication in the company. It would be great if the company make some event that can increase the productivity like employee's gathering and company vacation.

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