



THE EFFECT OF WORKLOAD ON JOB STRESS AMONG EMPLOYEES OF ASRIYANI MOSLIM WEAR

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Abstract. This study aims to analyze the positive and highly significant effect of Workload (X) on Job Stress (Y) among production division employees at Asriyani Moslim Wear. The research is fundamentally motivated by the significant and seasonal increase in production demands (up to 50%) during specific periods, particularly Ramadan and Eid al-Fitr, which is a crucial factor in driving up employee stress. Employing a quantitative descriptive-causal approach, the study collected primary data via a structured questionnaire from 31 respondents selected through a saturated sampling (census) technique. The relationship was tested using Simple Linear Regression. The results reveal that Workload has a positive and significant effect on Job Stress, evidenced by a t-value of 3.573 and a high level of significance ($p = 0.001 < 0.05$). The positive regression coefficient ($b = 0.463$) confirms that an increase in workload directly leads to a higher level of employee stress. Theoretically, this finding strengthens the Job Demands-Resources (JD-R) and Conservation of Resources (COR) models, confirming that an imbalance between high job demands and limited individual capacity results in psychological strain. Practically, the management is recommended to evaluate workload distribution and implement adaptive Human Resource policies, such as temporary seasonal staffing and flexible working hours, to mitigate stress and maintain employee well-being during peak production periods.

Keywords: Workload; Job Stress; Human Resource Management; Asriyani Moslim Wear; Simple Linear Regression.

1. Introduction

In the era of globalization and digital transformation, job market dynamics have undergone significant changes. Increasingly intense competition demands that employees possess adaptive skills to cope with workloads that are not only increasing quantitatively but also becoming increasingly complex qualitatively. Workload, defined as the accumulation of physical and mental tasks within a limited timeframe, has become a major challenge in the modern workplace. When the workload exceeds an individual's coping capacity, job stress emerges as a negative response that can lead to chronic fatigue, emotional distress, and decreased productivity (Seitiyawati & Kuismanto, 2024).

This phenomenon can be explained through two main theoretical frameworks: the Job Demands-Resources (JD-R) Model and the Conservation of Resources (COR) Theory. The JD-R model views workload as high work intensity and considers it a primary cause of job stress (Bakker & Demerouti, 2007). Meanwhile, the COR theory states that excessive job demands lead to the depletion of individual resources, which causes stress to manifest as a signal of resource depletion (Hobfoll, 1989). These theories emphasize that the balance between job demands and resource availability is crucial in managing job stress effectively in an organizational environment.

Work-related stress has become a global issue requiring serious attention. Recent international studies have demonstrated the widespread impact of workplace stress across various sectors and regions. Research in European healthcare settings revealed that excessive workload significantly predicted emotional exhaustion and physical exhaustion among healthcare workers, with structural equation modeling (SEM) confirming the mediating role of work-life imbalance (Inguisci et al., 2021). In the Asia-Pacific region, studies have shown that job stress acts as a significant mediator between workload and turnover intentions, with emotion regulation acting as a moderator in this relationship (Gautam & Gautam, 2024). The COVID-19 pandemic has further exacerbated workplace stress globally, with remote workers experiencing technological overload and behavioral stress, even though job crafting has emerged as an effective coping mechanism (Inguisci et al., 2021). A joint WHO-ILO report (2024) indicates that work-related stress contributes to decreased productivity and global economic losses of \$1 trillion annually. In Indonesia, approximately 63% of workers report experiencing work-related mental health problems (ILO, 2022), and a recent survey indicated that 15% of employees experience significant stress at work. These data highlight the need for more adaptive and responsive human resource strategies to address increased work pressures.

The fashion and manufacturing industries, as two of the main sectors in the national economy, are included in the category of industries that are highly susceptible to labor disputes. Until 2025, the Ministry of Manpower recorded 2,304 industrial disputes and 16 work stoppages, most of which were triggered excessive working hours. One example is Asriyani Moslim Weiar, a local Muslim fashion business that experienced a 50% surge in demand during Ramadan and al-Fitr. This surge caused the production division work with tighter and longer working hours, thereby increasing the potential for work pressure on employees.

Although many people have discussed the issue of workload and stress in the workplace, research focusing on this dynamic in the local Muslim clothing industry is still very limited, especially in terms of observing changes in demand based on the season. Therefore, this study was conducted analyze the effects of workloads, both physical mental, on the levels of employees Asriyani Moslim Weiar. This study is expected to provide concrete evidence in balancing the JD-R and COR theories in the context of the fashion industry. In addition, this study will also provide human resource policy recommendations that on the balance between employee productivity and well-being. In practical terms, the results of this research support the achievement of Sustainable Development Goal (SDG) 8, namely Decent Work and Economic Growth, by emphasizing the importance of creating a healthy, productive, sustainable work environment.

2. Research Method

The research employed a quantitative descriptive-causal method to deductively test the hypothesis and measure the causal relationship between the independent variable, Workload (X), and the dependent variable, Job Stress (Y). Simple Linear Regression Analysis was used to test this relationship. The estimated regression equation using the Ordinary Least Square (OLS) method is:

$$Y = \alpha + bX + e$$

A key focus was ensuring the estimated coefficients meet the criteria of the Best Linear Unbiased Estimator (BLUE) by performing a comprehensive Classical Assumption Test. The population included all 31 employees in the production division of Asriyani Moslim Wear. The sampling technique used was saturated sampling (census), where all members of the population were included as respondents. This division was chosen because its job nature involves a high workload, especially during the 50% increase in product demand around Ramadan and Eid al-Fitr. Primary data were collected using a structured questionnaire with a five-point Likert scale. The instruments were confirmed as Reliable ($\alpha > 0.60$). All items were individually validated as they met the criterion of $r\text{-count} > r\text{-table}$ (0.355). The specific reliability results for each construct are summarized below:

Table 1. Reliability Test

Variable (Construct)	Number of Items	Cronbach's Alpha (α) Result	Conclusion
Workload (X)	8	0.739	Reliable
Job Stress (Y)	5	0.750	Reliabel

Source: SPSS 25 Primary Data

3. Result and Discussion

Prior to conducting the hypothesis testing using Simple Linear Regression, a series of Classical Assumption Tests were performed. These tests are crucial to ensure that the estimated regression coefficients meet the criteria of the Best Linear Unbiased Estimator (BLUE). This includes verifying residual normality, homoscedasticity, and independence of residuals (absence of autocorrelation).

Normality Test (Shapiro-Wilk)

The normality of the data distribution was tested using the Shapiro-Wilk method. The criterion for data to be considered normally distributed is that the significance value (Sig.) must be greater than 0.05.

Table 2. Tests of Normality

Kolmogorov-Smirnov ^a				Shapiro-Wilk			
Statistic		df	Sig.	Statistic		df	Sig.
Total X	,107	31	,200	,974	31	,646	

Source: SPSS 25 Primary Data

Based on the results, the significance value (Sig.) of 0.646 is greater than 0.05. Therefore, it is concluded that the research data has a normal distribution.

Heteroscedasticity Test (Glejser Test)

The heteroscedasticity test was conducted to ensure the variance of the residuals is constant (homoscedasticity). The criterion is that the significance value (Sig.) for the independent variable must be greater than 0.05. Using the Glejser test methodology (where the absolute residual is the dependent variable), the result for the Workload (X) variable was:

➔ Significance Value for Workload (X): 0.498

Since 0.498 is greater than 0.05, it is concluded that no heteroscedasticity was detected in this regression model. This conclusion is further supported by the visual confirmation of the Scatterplot, which showed the points scattering randomly without forming a specific pattern.

Autocorrelation Test (Durbin-Watson Test)

The Durbin-Watson (d) test was used to check for autocorrelation (dependence) among the residuals. With N = 31 respondents and k = 1 independent variable, the critical limits obtained were dL = 1.3630 and dU = 1.4957. The criterion for no autocorrelation is that the Durbin-Watson value (d) must fall between dU and 4-dU.

➔ Durbin-Watson (d) Value: 1.940

The result shows that the calculated d value (1.940) falls within the required range: $1.4957 < 1.940 < 2.5043$ (4-dU). Therefore, it is concluded that there was no autocorrelation in this research.

Simple Linear Regression Test

Tabel 3. Coefficients

		Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.
Model		B	Std. Error			
1	(Constant)	4.019	3.753		1.071	.293
	Workload	.463	.129	.553	3.578	.001

a. Dependent Variable: Job Stress

Source: SPSS 25 Primary Data

The regression equation derived from the table is

$$Y = 4.019 + 0.463X$$

The constant of 4.019 suggests a minimum baseline level of stress exists among employees. The positive regression coefficient of 0.463 indicates a unidirectional relationship: every one-unit increase in Workload (X) leads to an increase in Job Stress (Y) by 0.463 units.

The Partial Test (t-test) confirmed the hypothesis, showing that Workload (X) has a positive and significant effect on Job Stress (Y). This is evidenced by a t-count of 3.573 and a high significance level (Sig. = 0.001). Since the significance value (0.001) is less than 0.05, the null hypothesis is rejected. This result demonstrates that higher perceived workload is directly associated with higher levels of job stress.

Discussion

The highly significant finding that workload positively and strongly influences job stress is robustly consistent with two major theoretical frameworks in occupational psychology: the Job Demands-Resources (JD-R) Model and the Conservation of Resources (COR) Theory. The JD-R Model posits that high Workload functions as a primary Job Demand, which, when exceeding the individual's available resources (such as time, physical energy, or autonomy), inevitably leads to strain, exhaustion, and subsequently, job stress. Furthermore, the COR Theory explains the mechanism by emphasizing that excessive workload accelerates the depletion or loss of an individual's valued resources (e.g., energy, time for rest, psychological resilience), and stress emerges as the psychological signal of this

resource loss. Both theories fundamentally reinforce the conclusion that the imbalance between high demands and limited capacity is the core driver of psychological pressure.

The contextual relevance of this finding is particularly striking for Asriyani Moslim Wear, operating within the fast-paced Muslim fashion industry in Indonesia. The production division faces a predictable, yet dramatic, seasonal demand surge up to a 50% increase preceding key cultural periods like Ramadan and Eid al-Fitr. This cyclical fluctuation transforms the typical workload into an acute, high-intensity demand period, forcing employees to confront stricter targets and prolonged working hours. The resulting high t-value (3.578) and high significance of the relationship confirm that this seasonal production pressure is the key factor intensifying employee stress.

The positive regression coefficient ($b = 0.463$) provides concrete evidence that any strategic increase in productivity targets must be carefully managed, as it will directly increase the level of stress experienced by the workforce.

4. Conclusion, Limitations and Recommendations

This study has clearly demonstrated that work load has a positive and significant effect on the stress levels of employees in the production division of Asriyani Moslim Wear. This study was conducted using descriptive quantitative approach and simple linear regression analysis. Thirty-one were selected as sample. From the analysis results, a t-value of 3.573 and a significance level of 0.001 ($p < 0.05$), indicating that the null hypothesis was rejected. The regression equation is $Y = 4.019 + 0.463X$, which means that every one-unit increase workload will increase the level work by 0.463 units. These results confirm the causal relationship between workload and work, which is consistent with Job (JD-R) and the Theory of Conservation of (COR).

The items used have met the validity standard because all items have an r-value greater than 0.355, and meet the reliability criteria because the Cronbach's Alpha value the work unit is 0.739 and work unit is 0.750. The regression model also meets all classical assumptions, residual normality (Shapiro-Wilk sig. 0.646), no heteroscedasticity (sig. 0.498), and no autocorrelation (Duirbin-Watson 1.940). The results of this study are very relevant to the Muslim fashion industry in Indonesia, which experiences fluctuations in demand of up to 50% during Ramadan and al-Fitr, creating high work pressure on production employees.

This study found that workload, particularly influenced by increased seasonal demand, has a positive and significant impact on employee job stress in the production division of Asriyani Moslim Wear. In accordance with the JD-R and COR theoretical frameworks, the level of stress perceived by employees is positively correlated with the level of workload. Managers must quickly balance employee workload and capacity, especially during peak periods, so that productivity can increase without sacrificing workers' mental health.

There are several important limitations to consider. First, all data was collected from only one factory, the production division of Asriyani Moslim Wear. Therefore, the results are company-specific and cannot be generalized to other Muslim fashion industries without considering the context. Second, seasonal patterns and the frequency of spikes in production demand, particularly around Ramadan and Eid al-Fitr, significantly influenced the increase

in work stress found in this study. Industries dependent on religious-cultural demand cycles experience this seasonal effect.

For further research, it is recommended to examine additional stress factors beyond workload, such as social and coworker support, leadership and communication styles of superiors, work life balance, role conflict or clarity of work roles, physical work environment conditions, organizational culture and psychological environment, and emotional exhaustion caused by repetitive work.

External findings would be more valid if further research were conducted in several factories or similar industries, as well as a long-term design that could capture changes in stress across production seasons.

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