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## **The Effect of Workload, Role Conflict, and Organizational Climate on Work Stress of Transportation Service Officers, Mentawai Islands**

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### **ABSTRACT**

This study aims to examine the effect of (1) workload on employee work stress at the Department of Transportation, Mentawai Islands Regency. (2) Role conflict on employee work stress at the Department of Transportation, Mentawai Islands Regency. (3) Organizational climate on the work stress of employees at the Department of Transportation of the Mentawai Islands Regency. The population in this study were all employees at the Department of Transportation of the Mentawai Islands Regency as many as 68 people. And the technique of determining the number of samples taken as respondents with this sampling technique using the total sampling technique (whole sample) total sampling is a sampling technique where the number of samples is the same as the population (Sugiyono, 2017). The reason for taking total sampling is because according to (Sugiyono, 2017) the total population is less than 100, and the entire population is used as a research sample. The results of this study indicate that (1) workload has a positive effect on employee work stress at the Department of Transportation, Mentawai Islands Regency. (2) Role conflict has a positive effect on employee work stress at the Department of Transportation of the Mentawai Islands Regency. (3) Organizational climate has a negative and insignificant effect on employee work stress at the Department of Transportation, Mentawai Islands Regency.

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Keywords: Workload, Role Conflict, and Organizational Climate

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### **1. INTRODUCTION**

Human Currently, human resources are one of the important factors in an organization to achieve its goals and objectives, because human resources are one of the determining factors for the success or failure of an organization in achieving its goals. All organizations must be ready to adapt and strengthen to compete to be able to answer all challenges in the future. Human resources in this case are employees who always play an active and dominant role in every activity of the organization because humans are the planners, actors, and determinants of the realization of goals.

Stress can happen to anyone and at any time. Stress can not only have a positive impact but can also have a negative impact. If this hurts ham people who are in direct contact on daily basis and work using weapons and work interactions with the community at large, then it can result in something bad happening, such as a lack of motivation, and decreased employee performance. So far, many employee behaviors deviate from the rules which can lead to antipathy and reduce the image of employees, among others (Hermanto, 2007). From 2016 to 2019 there were many cases of undisciplined and low performance and poor attitudes in the employee's work environment due to stress. The same thing was confirmed by one of the working employees (Personal communication, 10 December 2020). He confirmed that there were deviant behaviors in employees, especially in terms of abuse of authority.

Actions such as abuse of authority, and the number of employees who are not disciplined during working hours, are descriptions of the behavioral phenomenon of employees who experience stress. Research that has been conducted on work stress with a sample of employees has obtained the results that the overall level of employee job stress is at the middle level (Jayanegara, 2017). Magdalene, (2018)Mentawai Islands Regency Transportation Service employees are in a position where they experience direct and frequent interactions with the public and are faced with elements of society, especially in this pandemic condition, there are many employees or health workers who interact with the community in carrying out work that goes down to the field. Often in conducting counseling during this pandemic, many people do not obey the rules and regulations for wearing masks in their activities, so they are people who violate the rules and take actions that endanger others in spreading the virus.

For example, people who don't obey the rules, control the community environment. Direct and frequent contact with the public makes employees vulnerable to the negative effects of stress. Howard also wrote that working as an employee who enforces city planning government regulations can also be said to be a stressful job because civil servants do not have control over the assignments given to them and the difficulties faced by community actors

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who often rebel (Magdalena, 2018).

The Mentawai Islands Regency Transportation Office carries out some of the government's development tasks in the transportation sector which are delegated (centralized) and seconded to the region by following per under the Mentawai Islands Regency Mayor's Decree Number 51 of 2016 concerning Position, Organizational Structure, Duties, and Functions as well as the work procedures of the Mentawai Islands Regency Transportation Service. The following are the results of preliminary interviews from job stress in table 1 below:

**Table 1**  
**Initial Survey Interview Results Regarding Work Stress**  
**Mentawai Islands Regency Transportation Service**

No	Job Stress Question	Agree (%)	Don't agree (%)	Amount (%)
1	In doing my job, I was pressured by many rules.	85	15	100
2	The agency set targets that are too high so it's burdensome for me	60	40	100
3	Leaders always give a strong warning to employees who make work mistakes	60	40	100
4	Every criticism I get from the boss makes me depressed	80	20	100

Source: Initial Survey (data processed by the author, 2022)

From the results of interviews with researchers with 20 respondents, namely employees at the Department of Transportation of the Mentawai Islands Regency, that in general, from statements about job stress, many employees agree with the statement of work stress. In question 1 there are 85 people agree that employees in carrying out work, employees are pressured by many rules. In question 2, employees feel frustrated and in question 3, 60% of employees feel that they are working under pressure, and in question 4, there is 80 percent of employees who feel disappointed with their work.

Based on the problematic employee data obtained from the Department of Transportation of the Mentawai Islands Regency, it is known that overall many employees have problems with their work. Several statements of work stress felt by the employee related to psychic, among others, tension and anxiety, frustration, feeling under pressure, and aspects of work that often disappoint. Likely that the burden and demands of the task as well as the demands outside of the task exceed the capabilities of the employees, this condition will have an impact on the emergence of prolonged work stress. This prolonged stress can change employee behavior into behavior that is not accepted in the work environment or outside the task environment. The relationship between fellow employees becomes less harmonious. Leontaridi and Ward (2002) stated that work stress can be caused by factors such as heavy workload, role conflict, and unhealthy management organizational climate, and poor relationships with other employees. Symptoms of stress in the workplace can be observed in the behavior of employees, including low job satisfaction, high workload, lost morale, lack of creativity and innovation, poor decisions, and a lot of unproductive work. This can lead to an unfavorable working environment for employees within the agency. In a higher phase, work stress can cause employees to rarely come to work or the employee's desire to leave the institution

**Table 4**  
**Preliminary Survey Results Regarding Workload**  
**EmployeeMentawai Islands Regency Transportation Service**

No	Question	Agree (%)	Don't agree (%)
1.	The target I have to achieve in high work	55	45
2.	I always do the same job every day	65	35
3.	At certain times I get very busy with my work	60	40

Source: Initial Survey (data processed by the author, 2022)

The results of the survey are also continued regarding the workload of employees of Mentawai Islands Regency Transportation Service. From the results of the initial survey of 20 employees at Mentawai Islands Regency Transportation Service Regarding the workload, it can be seen that the employee's workload at Mentawai Islands Regency Transportation is fairly high. This condition can be seen from several questions that were asked. Question 1 agrees as much as 55%, question 2 as much as 65%, and question 3 as much as 60%. This condition indicates that there are problems related to the workload of employeesMentawai Islands Regency Transportation Service is thought to affect work stress.

Tidd and Friedman (2002) stated that work stress can be influenced by the existence of conflict in the organization. One of them is role conflict. Role conflict can be interpreted as a situation where an individual has different roles at the same time. The role puts pressure on the individual because of the difference in interests between the roles obtained by the individual. To carry out his role as an employee at the same time as the head of the family. Role conflict can cause job stress and decrease job satisfaction. This will be exacerbated by the employee's feeling of uncertainty towards the agency.

**Table 3**  
**Preliminary Survey Results Regarding Role Conflict**  
**EmployeeMentawai Islands Regency Transportation Service**

No	Question	Agree (%)	Don't agree (%)
1.	I do the tasks that must be done outside of the usual the assignment	60	40
2.	I received assignments from two or more seniors who contradict each other in principle	60	40
3.	I need to violate agency regulations or policies to be able to carry out an assignment	55	45

Source: Initial Survey (data processed by the author, 2022)

The survey results are also continued regarding employee role conflicts in Mentawai Islands Regency Transportation Service. From the results of the initial survey of 20 employees of Mentawai Islands Regency Transportation Service regarding role conflict, it is seen that employee role conflict at Mentawai Islands Regency Transportation Service is quite problematic. This condition can be seen from several questions that were asked. Question 1 agrees as much as 60%, question 2 as much as 60%, and question 3 as much as 55%. This condition indicates that there are problems related to employee

role conflicts Mentawai Islands Regency Transportation Service which is thought to affect work stress.

Likewise, role conflict and organizational climate are also potential stressors. In this case, the organizational climate includes the existence of bad relationships with superiors and fellow employees and the situation in the workplace. Job satisfaction in employees is related to the assessment of the organizational structure and climate. The stress factors encountered are focused on the extent to which the workforce can be involved or participate in the organization.

**Table 5**  
**Preliminary Survey Results Regarding Organizational Climate**  
**Employee Mentawai Islands Regency Transportation Service**

No	Question	Agree (%)	Don't agree (%)
1.	I work according to the job description (job description/description) that I get	30	70
2.	I am responsible for what I do	40	60
3.	I feel the atmosphere of working in the company is fun	35	65

Source: Initial Survey (data processed by the author, 2022)

Survey results related to organizational climate related to employees Mentawai Islands Regency Transportation Service. From the results of the initial survey of 20 employees of Mentawai Islands Regency Transportation Service regarding the organizational climate, it is seen that the organizational climate of employees of Mentawai Islands Regency Transportation Service problematic. This condition can be seen from several questions that were asked. Question 1 disagreed as much as 70%, question 2 as much as 60%, and question 3 as much as 65%. This condition indicates that there is a problem with the employee organizational climate at Mentawai Islands Regency Transportation Service which is thought to affect work stress.

Based on research conducted (Putranto, 2013) in his research entitled Factors Affecting Work Stress: Indigenous Studies on Javanese Teachers showed that workload and climate affected work stress. And research conducted (Susanti, 2017) in his research, the effect of role conflict, and workload on employee work stress shows the results of role conflict and workload have a significant effect on work stress on employees. And in research conducted by (Febri Syaputra, 2016) in his research, the effect of workload, organizational climate, and leadership on work stress shows that workload, workload, and leadership have a significant effect on work stress on employees.

Based on the problems that arise among the employees at the Department of Transportation of the Mentawai Islands Regency, efforts must be made so that all of these can be handled properly so that employees can work more conductively. The situation above is the background for the author to conduct further research. The title raised in this thesis is "The Influence of Workload, Role Conflict and Organizational Climate on Work Stress on Employees at the Transportation Service Office of Mentawai Islands Regency"

## 2. RESEARCH METHODOLOGY

The population in this study is all There are 57 employees at the Department of Transportation of the Mentawai Islands Regency.

According to Sugiyono, (2017) is part of the number and characteristics possessed by the population. The sampling process or sampling is defined as the process of taking several items from the population so that the characteristics of the sample can be identified with the population. So that the sample can be identical to the population, then the sampling must be correct (Sekaran, 2016). This sampling technique uses a total sampling technique (whole sample), total sampling is a sampling technique where the number of samples is the same as the population Sugiyono, (2017). The reason for taking total sampling is that the total population is less than 100 and the entire population is used as a research sample.

Hypothesis testing in this study used multiple regression analysis. Multiple regression analysis aims to determine the causal relationship between the influencing variables and the affected variables, which are processed using PLS software. With multiple regression equation models as follows:

$$Y = a + b_1 X_1 + b_2 X_2 + b_3 X_3 + e$$

**Where:**

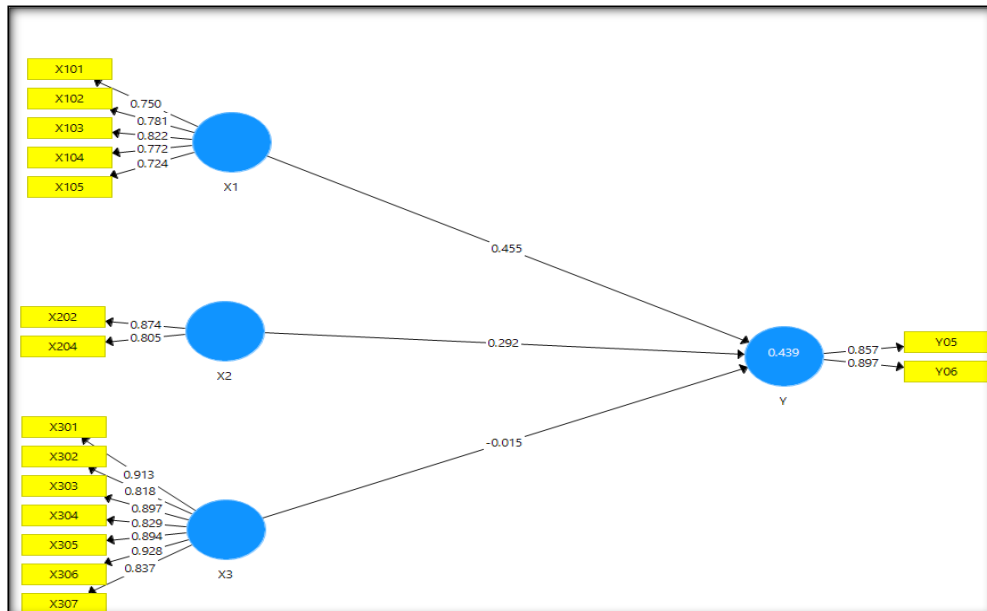
Y	= Work Stress
a	= Intercept Constant
X1	= Workload
X2	= Role Conflict
X3	= Organizational Climate
b1, b2, ....	= Regression Coefficient
e	= Error Term

## 3. RESEARCH RESULT AND DISCUSSION

### Measurement Model Test

#### Loading Factor (LF)

The value of outer loading on the variables of work stress, workload, conflict, and climate can be seen in Figure 4.1 below. The results of data processing using SmartPLS 3.0 produce outer loading for each indicator of each variable studied.



**Figure 1**  
**Outer Loading Factor**

The first evaluation evaluates the loading factor, its function is to show how big the correlation between the indicator and the latent variable is. A reflective indicator should be removed from the measurement model when the loading factor value ( $\lambda$ ) < 0.7 and then the model is re-calculated. If the value of the loading factor ( $\lambda$ ) > 0.7, it is said that the indicator is valid. Indicators with a high loading factor have a strong contribution to explaining the latent variables.

On the other hand, indicators with low loading factors have a weak contribution to explaining the latent variables. The loading value ( $\lambda$ ) can be seen in the table below.

**Table 6**  
**Loading Factor Variable Job stress**

Construct/Item	Loading Factor Value ( $\lambda$ )	Cut Off Value	Information
Work stress 5	0.857	0.7	Valid
Work stress 6	0.897	0.7	Valid

Source: Smart-PLS Processing Results

From the results of the loading factor test on the work stress variable, there are 8 statement items numbered 1, 2, 3, 4, 7, 8, 9, 10 which have a loading factor value less than 0.7. For this reason, the item is discarded and then re-calculated. After re-calculation, it can be seen that the loading factor value of all work stress indicators has a value greater than 0.7. That is, all indicators in the work stress variable have met convergent validity which describes the magnitude of the correlation between each measurement item (indicator) and its latent variable. Thus, all indicators have been declared feasible or valid to be used in further analysis.

**Table 7**  
**Loading Factor Variable Workload**

Construct/Item	Loading Factor Value ( $\lambda$ )	Cut Off Value	Information
1 . workload	0.750	0.7	Valid
2 workload	0.781	0.7	Valid
3 workload	0.822	0.7	Valid
4 . workload	0.772	0.7	Valid
5 . workload	0.724	0.7	Valid

Source: Smart-PLS Processing Results

From the results of the loading factor test on the workload variable, there is 1 item statement number 6 which has a loading factor value of less than 0.7. For this reason, the item is discarded and then re-calculated. After re-calculation, it can be seen that the loading factor value of all workload indicators has a value greater than 0.7. That is, all indicators in the workload variable have met convergent validity which describes the magnitude of the correlation between each measurement item (indicator) and its latent variable. In other words, all indicators have been declared feasible or valid to be used in further analysis.

**Table 8**  
**Loading Factor Variable Role conflict**

Construct/Item	Loading Factor Value ( $\lambda$ )	Cut Off Value	Information
Role conflict 2	0.874	0.7	Valid
Role conflict 4	0.805	0.7	Valid

Source: Smart-PLS Processing Results

From the results of the loading factor test on the role conflict variable, there are 6 statement items numbered 1, 3, 5, 6, 7, and 8 which have a loading factor value less than 0.7. For this reason, the item is discarded and then re-calculated. After re-calculation, it can be seen that the loading factor value of all occupational health safety indicators has a value greater than 0.7. That is, all indicators in the role conflict variable have met convergent validity which

describes the magnitude of the correlation between each measurement item (indicator) and its latent variable. In other words, all indicators have been declared feasible or valid to be used in further analysis.

**Table 9**  
**Loading Factor Variable Organizational climate**

Construct/Item	Loading Factor Value ( $\lambda$ )	Cut Off Value	Information
Organizational climate 1	0.913	0.7	Valid
Organizational climate 2	0.818	0.7	Valid
Organizational climate 3	0.897	0.7	Valid
Organizational climate 4	0.829	0.7	Valid
Organizational climate 5	0.894	0.7	Valid
Organizational climate 7	0.928	0.7	Valid

Source: Smart-PLS Processing Results

From the results of the loading factor test on the organizational climate variable, there is 1 item statement number 8 which has a loading factor value of less than 0.7. For this reason, the item is discarded and then re-calculated. After re-calculation, it can be seen that the loading factor value of all organizational climate indicators has a value greater than 0.7. That is, all indicators in the organizational climate variable have met convergent validity which describes the magnitude of the correlation between each measurement item (indicator) and its latent variable. In other words, all indicators have been declared feasible or valid to be used in further analysis.

#### **Composite Reliability**

After evaluating the loading factor value, the next step is to see the value of Cronbach's alpha and composite reliability. According to (Haryono, 2017) composite reliability scores better in measuring internal consistency compared to Cronbach's alpha in SEM because composite reliability does not assume the same weight for each indicator. It is different from Cronbach's alpha which tends to lower construct reliability than composite reliability (See Table 10). The composite reliability value can be accepted if the value is above 0.6.

**Table 10**  
**Composite Reliability**

Construct	Cronbach's Alpha	Composite Reliability
Work stress (Y)	0.702	0.904
Workload (X1)	0.835	0.907
Role conflict (X2)	0.786	0.906
Organizational climate (X3)	0.952	0.918

Source: Smart-PLS Processing Results

The table above shows that the four constructs have a composite reliability value above 0.6, meaning that the indicators that have been set have been able to measure each construct well or it can be said that the four measurement models are reliable.

#### **Average Variance Extracted(AVE)**

The AVE value describes the variance or diversity of the manifest variables that can be owned by the latent variable. Thus, the greater the variance or diversity of the manifest variables that can be contained by the latent variable, the greater the representation of the manifest variable on the latent variable. The AVE value is acceptable if the value is above 0.5, meaning that more than half the diversity of the indicators can explain the latent variable. The AVE value can be presented in the table below.

**Table 11**  
**Average Variance Extracted(AVE)**

Latent Variable	Average Variance Extracted(AVE)
Work stress (Y)	0.770
Workload (X1)	0.594
Role conflict (X2)	0.705
Organizational climate (X3)	0.765

Source: Smart-PLS Processing Results

The information obtained from the table above is that the four latent variables have an AVE value above the minimum criterion of 0.5 so that more than half the diversity of the work stress indicators can explain the work stress variable itself well. The same thing is also shown by the variables of workload, role conflict, and organizational climate.

#### **Discriminant Validity**

Discriminant validity refers to the extent to which certain constructs in the same model differ from each other (Barclay et al., 1995). To test discriminant validity, there are three types of analysis used: Fornell and Larcker criteria, cross-loadings, and heterotrait-monotrait ratio (HTMT). HTMT analysis is superior among other methods for assessing discriminant validity (Henseler et al., 2015). All HTMT ratios are lower than the maximum threshold of 0.85 suggested by (Henseler et al., 2015). Thus, this study uses HTMT analysis in assessing discriminant validity which can be reported in the table below.

**Table 12**  
**Discriminant Validity(HTMT Ratio)**

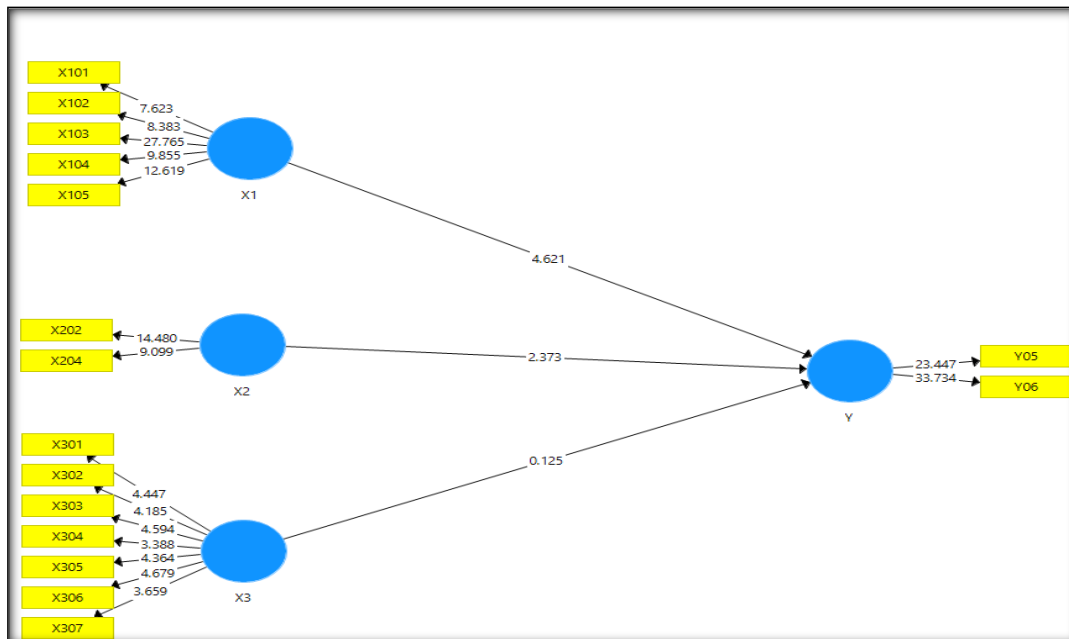
Construct	Work stress	Workload	Role conflict	Organizational climate
Work stress (Y)				
Workload(X1)		0.757		
Role conflict (X2)		0.154	0.323	
Organizational climate (X3)		0.719	0.837	0.169

Source: Smart-PLS Processing Results

The information obtained from the table above is that all HTMT ratio values are below the recommended values. So in the same model, the constructs of work stress, workload, role conflict, and organizational climate are different from each other.

**Structural Model Evaluation**

Structural model testing is carried out in stages until the appropriate results are obtained. Then. Indicators that have passed the test will be carried out to the stage *structural model* with the technique *bootstrapping*. To test the hypothesis, where the t-value (t-value) generated by running the Bootstrapping algorithm on Smart PLS is used to determine whether the proposed hypothesis is accepted or not. The hypothesis uses a two-tailed test, the rule of thumb has a significance level of 10% (t statistics 1.65), a significance level of 5% (t statistics 1.96), and a significance level of 1% (t statistics 2.57). So the hypothesis is accepted when the significance level is less than 0.05 or the t-value exceeds the critical value of 1.96 (Hair et al., 2014).



**Figure 2 Results Bootstrapping**  
Source: PLS Data Processed Results, 2022

Structural modeling is done to predict the relationship between latent variables in the research model or in short to determine whether the research hypothesis is accepted or rejected. The hypothesis that is accepted or rejected can be seen in the value of the critical ratio (*critical ratio*) and the level of significance contained in the regression weights in the structural model. The hypothesis will only be accepted if the CR is 1.96 and the P value is 0.05 which is reported in the table below.

**Table 13**  
**Structural Model Assessment Results (Direct Influence)**

Connection	Coefficient	Standard Deviation	t Value	Signs.	Decision
H1 Workload-> Work Stress	0.455	0.104	4,369	0.000	Received
H2 Kovflik Role -> Job Stress	0.292	0.128	2,279	0.023	Received
H3 Organizational Climate-> Work stress	-0.015	0.136	0.112	0.911	Rejected

Source: Smart-PLS Processing Results

Based on Table 13 above, the estimation model can be analyzed as follows:

$$Y = 0.455(X1) + 0.292(X2) - 0.015(X3)$$

Based on the above equation it can be explained that:

- The value of the workload regression coefficient is positive 0.455. This means that if the workload increases by one unit, it increases in work stress of 0.455 unit.
- The value of the role conflict regression coefficient is positive, namely 0.292. This means that if the role conflict increases by one unit, it will result in an increase in employee work stress by 0.292 units.
- The organizational climate regression coefficient value is negative, namely 0.015. This means that if the organizational climate decreases by one unit, it will result in an increase in employee work stress by 0.015 unit

### Model Quality Rating

To assess the quality of the model, the coefficient of determination ( $R^2$ ) and effect size ( $f^2$ ) are used. (Henseler & Sarstedt, 2013). The value of R square is the coefficient of determination on the endogenous construct. The coefficient of determination is meaningful as the contribution of the influence given by the exogenous construct to the endogenous construct or in other words, the value of R square is useful for predicting and seeing how much of the contribution of the influence given by the exogenous construct simultaneously (together) to the endogenous construct.

According to (Chin, 1998)  $R^2$  value of 0.67 is categorized as strong, then if the value is 0.33 it is categorized as moderate and 0.19 is said to be weak. By using an endogenous construct consisting of work stress, workload, role conflict, and organizational climate in this study, the R square value obtained can be reported in the table below.

**Table 14**  
Coefficient of Determination Analysis ( $R^2$ )

Endogenous Construct	R Square
Work stress (Y)	0.439

Source: Smart-PLS Processing Results

Based on the table above, information is obtained, the contribution of the influence given by workload, workload, role conflict, and organizational climate to work stress is 0.439, it can be said that the contribution of influence given by workload, role conflict, and organizational climate to work stress is strong so that it shows the prediction accuracy of the model is strong.

Changes in the value of  $R^2$  can be used to see whether the effect of exogenous constructs on endogenous constructs has a substantive effect. This can be measured by using an assessment *effect size* ( $f^2$ ). For that, the effect size ( $f^2$ ) for each path model is calculated. If the value of  $f^2$  is 0.02 then it has a weak effect, while 0.15 has a moderate effect and a value of 0.35 has a strong influence (Hair et al., 2013). The  $f^2$  value for each path model in this study can be seen in the table below.

**Table 15**  
Effect Size Analysis ( $f^2$ )

Construct	Work Stress
Work stress (Y)	
Workload (X1)	0.263
Role conflict (X2)	0.104
Organizational climate (X3)	0.000

Source: Smart-PLS Processing Results

The table above shows that there is a moderate influence between workload and work stress. However, there is a weak influence between role conflict and organizational climate on job stress.

In addition, the Stone – Geisser predictive relevance value ( $Q^2$ ) was also examined. Predictive relevance ( $Q^2$ ) Stone – Geisser aims to check whether the indicator data points in the reflective measurement model of the endogenous construction can be predicted accurately, in short, to validate the model. (Chin, 1998) explains that a model has good predictive relevance when its  $Q^2$  value is greater than zero which indicates a good exogenous latent variable (suitable) as an explanatory variable that can predict its endogenous latent variable. The value of  $Q^2$  in this study can be seen in the table below.

**Table 16**  
Predictive Relevance Value ( $Q^2$ ) Stone – Geisser

Endogenous Construct	$Q^2$
Work stress (Y)	0.28

Source: Smart-PLS Processing Results

The information obtained from the table above is that the structural model obtained has a prediction of relevance. This means that workload, role conflict, and organizational climate are appropriate as explanatory variables that can predict work stress

### Discussion

#### Influence Workload on Employee Work Stress at the Department of Transportation, Mentawai Islands Regency.

The results of this study indicate that workload has a significant effect on employee work stress at the Department of Transportation, Mentawai Islands Regency. This indicates that the workload determines the work stress of employees at the Department of Transportation of the Mentawai Islands Regency. This means that a higher workload of employees will increase employee work stress.

From the results of this study, it can be seen that the workload variable has a coefficient of 0.455 which means the workload has a big influence. This indicates that the workload can play a role in increasing employee work stress. If the Department of Transportation of the Mentawai Islands Regency wants to reduce employee work stress, it must reduce the workload of employees.

This is in line with the opinion of Robbins. (2016) stated that the positive and negative of workload is a matter of perception. Perception of workload is closely related to role and work factors. The Workload is closely related to a job where individuals provide an assessment of several many demands for

tasks or activities that require mental and physical activity that must be completed within a certain time which can be seen from several workload indicators.

The results of this study are in line with research Renni Hamidah, (2018) which shows that workload has a positive and significant effect on employee work stress (Sitono, 2015). The results of his research also show that workload has a significant effect on employee work stress.

#### **Influence Role Conflict on Employee Work Stress at the Department of Transportation, Mentawai Islands Regency.**

The results of this study indicate that role conflict has a significant positive effect on employee work stress at the Department of Transportation, Mentawai Islands Regency. This indicates that the role conflict of employees determines the work stress of employees at the Department of Transportation of the Mentawai Islands Regency. This means that the higher the agency role conflict, the higher the employee's work stress.

From the results of this study, it can be seen that the work role conflict variable has a coefficient of 0.292 which means that work role conflict has a great influence. This indicates that high role conflict can play a role in increasing employee work stress. If the Department of Transportation of the Mentawai Islands Regency wants to reduce employee work stress, it must reduce the role conflict of employees in the agency.

This is in line with the opinion of Robbins, (2016), who defines conflict as a process that begins when one party has the perception that another party has negatively affected, or is about to negatively affect, something of the first party's concern and interest. According to (Mangkunegara, 2016) Conflict is a conflict that occurs between what a person expects of himself, other people, the organization, and the reality of what he expects. Viewed as behavior, a conflict is an interactive form that occurs at the individual, interpersonal, group, or organizational level. This conflict, especially at the individual level, is closely related to stress (Alex, 2015). The results of this study are in line with research Renni Hamidah, (2018) which shows that Role Conflict affects employee work stress. Sari, (2017) The results of his research also show that role conflict has a significant effect on employee work stress.

#### **Influence Organizational Climate on Employee Work Stress at the Department of Transportation, Mentawai Islands Regency.**

The results of this study indicate that organizational climate has no significant effect on employee work stress at the Department of Transportation, Mentawai Islands Regency. This indicates that the organizational climate does not determine the work stress of employees at the Department of Transportation of the Mentawai Islands Regency. This means that the better or worse the organizational climate in the agency does not affect the work stress of employees in the agency.

From the results of this study, it can be seen that the work organization climate variable has a coefficient of -0.015 which means that organizational climate has the least influence. This indicates that the organizational climate does not play a role in increasing employee work stress. This is also by following the test results on the TCR value for employees that employees' perceptions of the organizational climate in the agency are of good value, and do not experience problems, meaning that the organizational climate in the agency is considered good and good by employees.

The results of this study are in line with research Febri Syaputra, (2016) which shows that there is no significant effect between organizational climate on employee work stress.

## **4. CONCLUSION**

1. Workload has a positive effect on employee work stress at the Department of Transportation, Mentawai Islands Regency. This means that employee work stress will increase if the workload in the agency is high and makes employees uncomfortable at work and can increase work stress.
2. Role conflict has a positive influence on employee work stress at the Department of Transportation, Mentawai Islands Regency. This means that employee work stress will increase if high role conflict can reduce employee morale in carrying out work. The higher the role conflict of an employee in an agency will increase his work stress in doing his job in the agency.
3. Organizational climate has a negative and insignificant effect on employee work stress at the Department of Transportation, Mentawai Islands Regency. This is good or bad, an organizational climate in the agency will not have an impact on employee work stress, so this variable does not determine the level of work stress.

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