

The Effect of Workload and Role Conflict on Work Morale Mediated by Work Stress in Complete Systematic Land Registration (PTSL) Activities at Land Offices throughout Lombok Island.

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Abstract

This study aims to determine the effect of workload and role conflict on work enthusiasm mediated by job stress in PTSL activities at Land Offices throughout Lombok Island. This type of research is quantitative research with associative causality. This study involved 150 respondents, namely employees of the National Land Agency involved in PTSL activities. The instrument in this study was a questionnaire distributed using google form. Data analysis in this study used a Structural Equation Model (SEM) approach based on Partial Least Square (PLS) using SMART PLS software. The results showed that workload has no positive and significant effect on employee morale. Role conflict has a positive and significant effect on morale, while workload and role conflict have a positive and significant effect on job stress. In addition, work stress has a negative and significant effect on morale. And the mediation test shows that there is a negative and significant effect of work stress mediating the effect of workload and role conflict on morale.

Keywords: Workload, Role Conflict, Job Stress, and Morale.

INTRODUCTION

High performance demands are experienced by all public sector organisations, including the Ministry of Agrarian Affairs and Spatial Planning/National Land Agency (BPN) of the Republic of Indonesia which is given the authority to manage land nationally. The performance demands are in line with the significant increase in targets, especially after the Acceleration of Complete Systematic Land Registration (PTSL) programme was implemented and accepted at the Ministry of ATR/BPN. With the target accompanied by an increase in the number of targets, it will certainly have an impact on employee morale. According to Hasibuan (2001), work enthusiasm is the desire and disciplined behaviour carried out by a person at work in order to get maximum results. Work morale can be influenced by workload and role conflict. Workload is defined as the demands placed on employees by work. According to Role conflict is generally defined as the simultaneous occurrence of two or more sets of pressures, so that compliance with one will make compliance with the other more difficult.

Previous literature has examined how workload affects the decline in morale in employees (Wahyulina & Suwandana, 2018; Yesa, 2020; Rahmisyari & Husin, 2021; Herman et al, 2022; Nabila & Fu'ad, 2022). However, several other studies have found different results where workload does not have a significant effect on morale (Wakhayuni & Sari, 2018; Sandy et al, 2020; Yuni et al, 2022). Inconsistencies in results are also shown in the effect of role conflict on work enthusiasm where several studies conducted (Fahmi, 2017) show that role conflict affects work enthusiasm. However, (Maden-Eyusta, 2021) shows insignificant results.

Therefore, with the inconsistency of the results of previous research from several previous researchers, researchers are interested in retesting the effect of workload and role conflict on employee morale by involving work

stress variables as mediating relationships between the two variables which are still rarely explored in previous research. This is based on some previous literature findings which state that workload and role conflict have a relationship with work stress (Mahrani & Budiono, 2019; Triyono & Prayitno, 2017) and also work stress has an influence on morale (Sandy, et al, 2020).

LITERATURE REVIEW

1. Work Spirit

According to Hasibuan (2001), work enthusiasm is the desire and disciplined behaviour carried out by a person at work in order to get maximum results. There are several causes that can affect the high or low morale of an employee at work such as workload and role conflict. According to Robbins (2003, p. 90) states "that positive and negative workload is a matter of perception. According to Gopher & Doncin (1986) also define workload as a concept that arises due to the limitation of capacity in processing information, when facing a task, individuals are expected to complete the task at a certain level, if the limitations that the individual has hinder or prevent the achievement of work results at the expected level, then there has been a gap between the expected level of ability and the level of kapasitas that the individual has. Workload is defined as the demands placed on employees by the job. According to role conflict is generally defined as the simultaneous occurrence of two or more sets of pressures, so that compliance with one will make compliance with the other more difficult. Johnson and Stinson in Novalien (2013), argue that "role conflict is the extent to which the subject's job requires tasks that they feel should not be part of their duties. In addition, work stress can also affect the high or low morale of employees in completing their work in an organisation. Mangkunegara (2008), says work stress is a feeling of pressure experienced by employees in dealing with work. Sopiah (2008) said stress is an adaptive response to a situation that is perceived as challenging or threatening to one's health. Rivai (2009) says work stress is a condition of tension that creates a physical and physical imbalance, which affects the emotions, thought processes and conditions of an employee.

2. The Effect of Workload on Morale

Workloads that are too much and beyond the limits of employee capabilities can have a negative impact on the psychological and biological conditions for employees and employee morale. In line with research that has been conducted by previous researchers, there are several factors that can affect employee morale. The results of research by Wahyulina & Suwandana (2019) and Rizal (2020) reveal that workload has a negative effect on employee morale. This may indicate that there are personnel who work more than the average personnel, or it can also mean that there are personnel who are not given the right assignment / job, so that both personnel who are given excessive assignments and less assignments can experience a decrease in their work enthusiasm. Based on the description above, a hypothesis can be drawn:

H1: There is an effect of workload on employee morale at the District / City Land Office throughout Lombok Island. This means that the higher the workload, the lower the morale.

3. The Effect of Role Conflict on Morale

Several previous studies were conducted to determine the relationship between role conflict and morale according to Role conflict is generally defined as the simultaneous occurrence of two or more sets of pressures, so that compliance with one will make compliance with the other more difficult or in other words a person who gets multiple roles in his job is not able to optimally carry out his role simultaneously. Report on the results of research conducted by found that role conflict has a significant effect on employee morale, meaning that the more roles given to employees the lower the employee morale. Based on the description above, the following hypothesis can be made:

H2: There is an effect of role conflict on employee morale at the District / City Land Office throughout Lombok Island. This means that the higher the role conflict, the lower the work enthusiasm.

4. The Effect of Workload on Work Stress

According to Riana & Rindu, (2022) stated that one of the factors triggering work stress is workload, excessive workload can cause fatigue due to the excessive amount of work that must be done. Ksenia (in Tulangow, Saerang, Rumokoy, 2018) states that workload can have an impact on the psychological condition of employees with reactions such as nervousness, frustration, anxiety, pressure, or disturbances that can cause changes in the physical and mental state and atmosphere of normal people in general which is generally called work stress. Research conducted by that workload has a significant effect on work stress, meaning that excessive workload will cause work stress to employees. Based on the description above, the following hypothesis can be drawn:

H3: There is an effect of workload on employee work stress at the District / City Land Office throughout Lombok Island. This means that the higher the workload, the higher the work stress.

5. The Effect of Role Conflict on Job Stress

According to Sari (2005), role conflict can be defined as a mismatch between expectations related to a role. The role demands experienced by employees while working will certainly trigger an unfavourable psychological condition, namely work stress, Wijono (2010) states that work stress is caused by an imbalance between the characteristics of the employee's personality and the characteristics of the aspects of his work and can occur in all work conditions. Tidd and Friedman (2002) also state that role conflict provides inner pressure for employees which can have an impact on the occurrence of work stress in employees. In addition, in line with research conducted by which states that role conflict affects job stress. So based on the description above, a hypothesis can be drawn:

H4: There is an effect of role conflict on employee work stress at the District / City Land Office throughout Lombok Island. This means that the higher the role conflict, the higher the work stress.

6. The Effect of Job Stress on Morale

Job Stress is a feeling of pressure or pressure experienced by employees in dealing with work. With such high risks, employee performance will be more cautious and hesitant so that work quality decreases. In addition, the company's high targets and expectations make employees who are unable to consider it as pressure and are not motivated to achieve these targets (Aritonang, 2017). Mangkunegara (2008), says work stress is a feeling of pressure experienced by employees in dealing with work. the results of Sandy's research, et al, (2020) state that work stress affects employee morale, meaning that the higher the work stress, the lower the morale of an employee. Based on the description above, the following hypothesis can be drawn:

H5: There is an effect of job stress on employee morale at the District / City Land Office throughout Lombok Island. This means that the higher the job stress, the lower the morale.

7. The Effect of Workload on Morale through Work Stress

Several previous studies have examined the relationship between workload and morale, which is mediated by job stress. According to workload is defined as the demands placed on employees by their work where the pressure exceeds the ability of the employee himself. The results of research by Wahyuliani & Suwandana (2019) and Rizal (2020) reveal that workload has a negative effect on morale. The results of research conducted by that workload has a significant effect on work stress, meaning that excessive workload will cause work stress to employees. Work stress arises as a result of feeling uncomfortable, anxious, disliking work and various negative feelings towards work. The condition of work stress experienced by an employee can affect his work enthusiasm in line with the research report Sandy, et al, (2020) states that work stress affects employee morale, meaning that the higher the work stress, the lower the work enthusiasm of an employee. Based on the description above, it is indicated that work stress has a mediating role in the effect of workload on work enthusiasm so that the following hypothesis can be drawn:

H6: There is an effect of workload on work enthusiasm mediated by work stress in employees at the District / City Land Office throughout Lombok Island. This means that the higher the workload, the higher the work stress which causes the lower the work enthusiasm.

8. The Effect of Role Conflict on Morale through Job Stress

Based on previous research related to the relationship between role conflict and work enthusiasm which is mediated by work stress. Role conflict is defined as a situation where an employee has multiple tasks and responsibilities at work. According to Role conflict is generally defined as the simultaneous occurrence of two or more sets of pressures, so that compliance with one will make compliance with the other more difficult. Role conflict occurs due to the amount of work that must be done by employees at the same time (Nur et al., 2016). The role conflict situation felt by an employee can have an impact on his work enthusiasm, this is in line with the research report. found the results that role conflict has a significant effect on employee morale, meaning that the more roles given to employees the lower the employee morale. In addition, role conflict can have a negative impact, one of which is work stress due to the pressure on the dual role felt by employees in accordance with the research report. role conflict has a positive effect on work stress, meaning that the higher the role conflict felt by employees, the higher the level of work stress felt. Based on the description above, it is indicated that work stress mediates the influence of role conflict on work enthusiasm so that the following hypothesis can be drawn:

H7: There is an effect of role conflict on work enthusiasm mediated by work stress in employees at the District / City Land Office throughout Lombok Island. This means that the higher the role conflict, the higher the work stress which causes the lower the work enthusiasm.

9. Conceptual Framework

Based on the discussion of the relationship between the variables above, a relationship scheme or conceptual scheme is made as presented in the following figure:

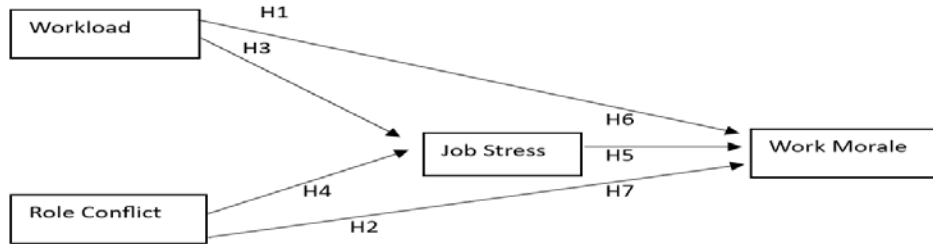


Figure 1. Conceptual Framework

RESEARCH METHODS

This research uses a quantitative approach with an associative causality method or causal relationship. Determination of the population in this study using the Slovin Formula. The population in this study were employees at the District / City Land Office throughout Lombok Island who were involved in Complete Systematic Land Registration (PTSL) activities totalling 150 people. The data collection method used in this research is the census method using a questionnaire via google form. The questions in the questionnaire will be measured using a Likert scale of 1-5. Research hypothesis testing was carried out with a *Structural Equation Model* (SEM) approach based on *Partial Least Square* (PLS).

Table 1. Characteristics of Respondents

Characteristics	Description	Frequency	Percentage
Gender	Male	98	63
	Women	52	37
Age	21 - 30 years	66	44%
	31 - 40 years	58	39%
	41 - 50 years	22	15%
	>50 years	4	3%
Monthly Income	< IDR. 5,000,000	55	37%
	IDR.5,000,000 - IDR.10,000,000	36	24%
	IDR.10,000,000 - IDR.15,000,000	24	16%
	IDR. 15,000,000 - IDR. 20.000.000	19	13%
	>IDR. 20.000.000	16	11%
Position in the Team	Physical Task Force	68	45
	Juridical Task Force	60	40
	Committee A	22	15

The characteristics of respondents who participated in this study based on gender were dominated by male respondents as much as 63%. Based on the amount of income, this study is dominated by respondents with an average income below IDR.5,000,000. The majority of respondents are aged 21-30 with an average position in the team as a physical task force.

RESULTS AND DISCUSSION

The validity test in this study involved 30 respondents. In this study, the validity test was carried out using PLS through *Convergent Validity* testing which can be assessed based on *Outer Loadings* or *Loading Factor* and *Average Variance Extracted* (AVE). The results of the validity test of this study are shown in the table below:

1. Validity and Reliability Test

Table 2. Validity and Reliability Test Results

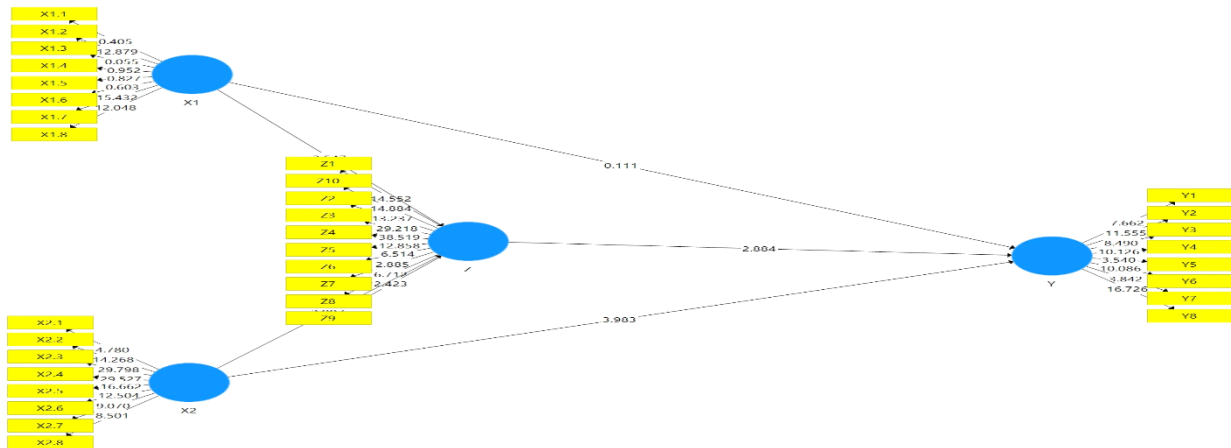
Indicators	Variables	Factor Loading	Cronbach's Alpha	Average Variance Extracted (AVE)	Composite Reliability
Workload (X1)					
X1.1	The work targets I work on do not match my capacity	0.784	0.947	0.732	0.956
X1.2	The work targets given are too high	0.864			
X1.3	I need to get the job done quickly	0.848			
X1.4	I have to do my work on the spur of the moment	0.869			
X1.5	I have to do my work neatly and perfectly according to the SOP.	0.771			
X1.6	I often work on jobs with a high level of difficulty and deadlines.	0.868			
X1.7	I feel like my work takes up most of my time	0.880			
X1.8	I feel tired from doing a lot of work or not as expected.	0.949			
Role Conflict (X2)					
X2.1	I accept tasks outside of my responsibilities	0.916	0.960	0.784	0.967
X2.2	I find it difficult when I have to do more than one task at once	0.900			
X2.3	I feel stressed because I am not able to complete different tasks simultaneously.	0.923			
X2.4	I feel easily provoked when doing work outside my responsibilities.	0.891			
X2.5	I feel that I do not have sufficient skills to take on work outside of my responsibilities.	0.791			
X2.6	I feel that I cannot work optimally if I work on tasks outside my responsibility	0.910			
X2.7	I feel like I'm missing out on family time	0.877			
X2.8	I feel that I am not fulfilling my role in the family	0.867			
Job Stress (Z)					
Z1	I often feel tired and stressed when going through my work routine.	0.929	0.971	0.798	0.975
Z2	I feel that the demands of the tasks assigned are heavy enough to affect my physical health.	0.946			
Z3	I often feel like I have a headache because I have to do a lot of different work.	0.872			
Z4	I feel stressed because I work under pressure from my boss	0.936			

Z5	I feel stressed to be able to complete the assigned tasks quickly	0.856			
Z6	I feel afraid if I don't follow my boss's orders	0.788			
Z7	I get anxious thinking about my work all the time	0.860			
Z8	I often make mistakes at work	0.942			
Z9	I am unable to work optimally	0.888			
Z10	I often come late to the office	0.902			
Work Morale (Y)					
Y1	I feel excited to come to work	0.954	0.978	0.867	0.981
Y2	I am enthusiastic about completing my work on time and to the best of my ability.	0.942			
Y3	I feel happy to be involved in PTSL activities	0.951			
Y4	I play an active role in doing tasks for PTSL activities	0.979			
Y5	I always do my work on PTSL activities before I am told to do so.	0.896			
Y6	I feel happy to contribute ideas, expertise, skills, and labour in the implementation of PTSL activities.	0.905	0.897		
Y7	I don't mind if I have to do work outside working hours.	0.865			
Y8	I always obey the rules and fully support the progress and goals of PTSL activities so that they can be carried out properly.	0.949			

Validity and reliability tests were also conducted here to assess the research instruments. Validity shows how well the results obtained from the use of measuring instruments based on the theories used to define the construct. From the validity test results, all variable question items have *factor loading* values and AVE values that are higher than 0.5 so they are declared valid. In addition, the reliability test results above state that the *Cronbach's Alpha* (α) and composite reliability values on the four variables are more than 0.7 so that all variables are declared reliable. The *output* result of the *R-Square* value of work enthusiasm is 0.601. These results indicate that the construct variables of workload, role conflict and job stress can explain the variability of the work spirit construct by 60.1%, so it is included in the strong enough category.

2. Hypothesis Test Results

The results of this test aim to see the significance of the effect of the independent variable on the dependent variable by looking at the parameter coefficient value and the *t-statistic* significance value, this test is carried out by calculating using PLS *Bootstrapping* according to the model below:



Path Coefficient Model with PLS Bootstrapping

Table 3. Hypothesis Test Results

Hypothesis	Influence between Variables	Original Sample (O)	t-statistic	P value	Description
H1	Workload on Morale	0.019	0.111	0.912	Rejected
H2	Role Conflict on Morale	0.397	3.457	0.000	Rejected
H3	Workload on Work Stress	0.543	3.983	0.000	Accepted
H4	Role Conflict on Job Stress	0.455	3.997	0.000	Accepted
H5	Job Stress on Morale	-0.384	2.884	0.004	Accepted
H6	Job Stress Mediates Workload on Morale	-0.152	2.426	0.016	Accepted
H7	Job Stress Mediates Role Conflict on Work Morale	-0.175	2.082	0.038	Accepted

3. The Effect of Workload on Morale

The results showed that workload had no effect on work enthusiasm in employees of the Lombok Regency / City Land Office in the PTSL Programme. The average respondent's answer stated that the workload was quite high while this actually resulted in a fairly high work enthusiasm as well. In line with research conducted by Sandy, et al, (2020). Nitsemto (2001) also states that several ways to increase morale include adequate salary and targeted incentives. The researcher's findings state that respondents or employees feel the workload given is high because they have to complete the work quickly and do the work neatly and perfectly but it does not reduce their enthusiasm, this is in accordance with the findings that the majority of employees expressed enthusiasm for completing work on time. In addition, the thing that is thought to cause the lack of effect of the relationship between workload and work enthusiasm is sportsmanship. Respondents stated that they often felt that the work targets they were working on were not in accordance with their capacity so they did not mind if they had to do work outside of working hours. This is supported by research conducted by Kimbal et al, (2015), sportsmanship which is the dominant indicator owned by each individual employee. In addition, another thing that might cause the relationship between variables to have no effect is the compensation received by employees. This is in line with Ferrania's research, (2017) which states that compensation has a positive and significant effect on employee enthusiasm, which means that if there is good compensation in the organisation, it will have a positive impact on increasing the enthusiasm of employees. Employees feel that the compensation provided is in accordance with the workload given, so employees will tend to do their best for the organisation or agency. In line with the majority of respondents' income in this PTSL activity is at least 5,000,000 so that this value already exceeds the minimum wage.

4. The Effect of Role Conflict on Morale

Role conflict has a positive and significant effect on the work enthusiasm of employees of the Lombok Island Land Office in PTSL activities. This means that this research is not in accordance with the hypothesis, the result of which is that the higher the role conflict received by LAND OFFICE employees, the higher their work enthusiasm. In line with research conducted by stated that role conflict has a positive and significant effect on work

enthusiasm. Robbin (2006) states that conflict is not only a positive force in organisations but conflict is also very necessary for groups to perform effectively. So that the conflict that occurs is likely to be positive conflict. In accordance with the findings of respondents who stated that they did not feel stressed or confused when they had to complete different jobs simultaneously and did not object when receiving tasks outside their responsibilities. Different research conducted by Rahmayanti et al, (2014) states that role conflict has a positive and significant effect on morale. Employees who experience high levels of role conflict tend to have higher responsibilities and maintain their work performance. In line with the majority of respondents who are male and these respondents often feel that they lose time with their families and also feel that they are not maximising their roles in the family.

5. The Effect of Workload on Work Stress

The results of this study indicate that there is a positive and significant influence between workload on work stress. This means that the higher the workload, the higher the work stress. This is in line with where excessive workload conditions can have a negative impact and trigger the emergence of employee work stress (Riana, Nina, & Rindu, 2022). Danang Sunyoto (2012) states that too much workload causes tension in a person, causing stress. This can be caused by role demands that exceed the capacity of employees, which is in line with the research findings that employees often feel that the work targets they are working on are not in accordance with their capacity and must complete work quickly. So that this causes employees to feel stressed and confused because they have to be able to complete the various tasks given quickly. Ksenia (in Tulangow, Saerang, Rumokoy, 2018) states that workload can have an impact on psychological conditions which can cause changes in physical and mental conditions and atmosphere. This is in line with the findings where respondents stated that they often did work with a high level of difficulty and had to race against a certain time (deadline) and had to do the work neatly and perfectly according to the SOP so that these things actually unwittingly increased the physical and mental stress of employees of the Lombok Island Land Office on PTSL activities.

6. The Effect of Role Conflict on Job Stress

The results of this study indicate that there is a positive and significant effect of role conflict on job stress. This means that the higher the role conflict, the higher the job stress. In line with research conducted by which states that role conflict has a positive and significant effect on job stress. Sari (2005) states that role conflict can be defined as a mismatch between expectations related to a role. The findings in the researcher stated that employees often feel that they do not have sufficient abilities when taking work outside their responsibilities. Employees feel stressed because they are unable to complete different jobs simultaneously. These things tend to increase stress where employees feel afraid if they do not follow all orders and tasks given by superiors or do not complete the roles that must be done. Greenhaus and Beutell (1985) state that role conflict has indicators, one of which is *Strain based conflict*, namely the tension generated by one role makes it difficult for a person to fulfil the demands of another role and ultimately makes employees feel stressed.

7. The Effect of Job Stress on Morale

The results of this study indicate that there is a negative and significant influence between work stress on work enthusiasm. This means that the higher the work stress experienced by employees, the lower the work enthusiasm will be. In line with the research results of Sandy, et al, (2020) stated that work stress affects employee morale, meaning that the higher the work stress, the lower the morale of an employee. The agency's high targets and expectations make employees who are unable to consider it as pressure and are not motivated to achieve these targets (Aritonang, 2017). The findings in this study state that respondents often feel pressured when they have to do various jobs outside their expertise and feel bored and stressed when undergoing a work routine which apparently tends to reduce the morale of Land Office employees in PTSL activities.

8. The Effect of Job Stress Mediating the Effect of Workload on Morale

The results of this study indicate that there is a negative and significant effect of work stress mediating the effect of workload on work enthusiasm. Research conducted by that workload has a significant effect on work stress, meaning that excessive workload will cause work stress to employees. Work stress arises as a result of feelings of discomfort, anxiety, dislike for work, various negative feelings and ultimately disrupts health. The condition of work stress experienced by an employee can affect his work enthusiasm which tends to be in line with the findings in the study which states that excessive workload owned by employees such as feeling tired because doing quite a lot of work or not as expected results in work stress. This is in line with research conducted by Putri and Rahyuda (2019) which states that work stress is a variable that can mediate the effect of workload on employee morale.

9. The Effect of Job Stress Mediating the Effect of Role Conflict on Morale

The results of this study indicate that job stress is able to negatively and significantly mediate the effect of role conflict on morale. In previous tests or the direct effect of role conflict on morale, it states that role conflict can

hinder the optimisation of employee roles functionally but on the other hand makes individual employees continue to innovate and increase their individual capacity, which means that role conflict increases employee morale. However, with the stress felt by employees due to the high role conflict experienced, their morale tends to decrease.

CONCLUSIONS

Workload does not have a significant effect on morale in employees of the Land Office of the Regency / City of Lombok Island feels that the workload given is quite high but it also causes employee enthusiasm to be quite high to work. Role conflict has a positive and significant effect on morale in employees of the Land Office of the Regency / City of Lombok Island in Complete Systematic Land Registration activities. This means that the higher the role conflict received, the higher the work enthusiasm. The role conflict experienced by employees is low, this causes their enthusiasm at work to be quite high. Workload has a positive and significant effect on work stress In line with the research findings that employees often feel that the work targets they do are not in accordance with their capacity and must complete the work quickly. So that this causes employees to feel stressed and confused because they have to be able to complete the various tasks given quickly. Role conflict has a positive and significant effect on job stress The findings in this study state that employees often feel stressed because they are unable to complete different jobs simultaneously.

Work stress has a negative and significant effect on morale. The findings in this study state that employees often feel pressured when they have to do various jobs outside their expertise and feel bored and stressed when undergoing a work routine which tends to reduce their morale. Work stress mediates the effect of workload on morale This means that work stress is negatively and indirectly able to mediate the effect of workload on morale. The findings in this study state that excessive workload owned by employees such as feeling tired from doing quite a lot of work results in work stress. When employees feel stress both physically and mentally, it tends to make the spirit even decrease. Work stress mediates the effect of role conflict on work enthusiasm. The findings in this study are that respondents stated that they often feel that they do not have sufficient abilities when taking work outside their responsibilities so that it often causes employees to feel stressed because they have to miss time with their families and prioritise work matters. When employees experience work stress, it tends to cause a decrease in work enthusiasm.

Managerial implications in this study include the workload received by employees at the Land Office of the Regency / City of Lombok Island in PTSL activities is still classified as sufficient, this indicates that employees can be empowered more by giving a higher workload so as to maximise and accelerate job completion. The need for good time management to be able to carry out the dual role of an employee between being an employee and being part of the family so that both roles run well. Increased skills and expertise are needed by employees involved in activities that are outside their responsibilities in terms of duties, principles and functions through short or scheduled education and training so that each employee involved can complete their duties properly and accurately. The limitations of this study include that the variables above are quite often studied in government agencies. The work enthusiasm variable can only be explained by workload, conflict and enthusiasm by 60.1% each. Future researchers can consider other variables such as compensation, competition and age moderation. This study only involved a limited number of samples, namely 150 people considering the number of employees in PTSL activities is greater in number and further research is expected to increase the number of samples in order to get a picture of the results that are closer to the actual conditions.

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