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THE EFFECT OF THE WORK ENVIRONMENT, INTERPERSONAL CONFLICT AND WORKLOAD ON EMPLOYEES WORK-RELATED STRESS AT A SEDERHANA RESTAURANT IN BENGKULU CITY

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ABSTRACT

This study aims to find out the influence of the work environment, interpersonal conflicts, and workload on employee work stress at Sederhana Restaurant in Bengkulu City. This type of research is descriptive quantitative research. The population of this study is all employees of Sederhana Restaurant in Bengkulu City, with 46 employees as respondents, using saturated sampling techniques. The data collection method used is a questionnaire. Meanwhile, the data analysis techniques used include descriptive analysis, inferential analysis using SPSS, multiple linear regression analysis, as well as determination coefficient analysis (R2). The results of this study show that the work environment has a negative and significant effect on employee work stress at Sederhana Restaurant in Bengkulu City, with a regression coefficient of -0.205 and a significance value of 0.009. Interpersonal conflicts have a positive and significant effect on employee work stress at Sederhana Restaurant in Bengkulu City, with a regression coefficient of 0.489 and a significance value of 0.000. Workload has a positive and significant effect on work stress, with a regression coefficient of 0.568 and a significance value of 0.000. The work environment, interpersonal conflict, and workload together have a significant impact on employee work stress at Sederhana Restaurant in Bengkulu City, with an F-value of 95.260 and a significance value of 0.000.

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The coefficient of determination shows an Adjusted R2 of 0.863, indicating that 86.3% of employee work stress is explained by the three independent variables.

INTRODUCTION

Human resources are a strategic asset that plays a crucial role in determining organizational success. In an era characterized by increasing competition and rapid business development, employees are not only responsible for performing operational tasks but also serve as key contributors to organizational performance and goal achievement. Therefore, employee well-being, including psychological, emotional, and mental aspects, has become an important concern in human resource management.

One of the major challenges in managing human resources is work stress. Work stress occurs when employees face job demands that exceed their ability to cope with workplace pressures. If not properly managed, work stress may lead to decreased productivity, lower job satisfaction, reduced service quality, and various physical and psychological health problems.

The culinary industry is a sector that is particularly vulnerable to work stress due to its dynamic work environment. Employees are required to provide fast and accurate service, interact directly with customers, perform multiple tasks simultaneously, and work flexible hours. During peak operating periods, these demands can increase both physical and psychological pressure. As a result, employees may experience fatigue, emotional exhaustion, and reduced concentration, all of which can contribute to work stress.

Several factors have been identified as determinants of employee work stress, including the work environment, interpersonal conflict, and workload. According to Budiasa (2021), the work environment encompasses all physical and non-physical conditions surrounding employees that may influence the execution of their duties. A supportive work environment can enhance employee comfort and performance, whereas unfavorable working conditions may increase psychological pressure. Previous research by Maryani et al. (2022) demonstrated that both physical and non-physical work environments significantly affect employee work stress.

In addition to the work environment, interpersonal conflict is another factor that may contribute to work stress. Differences in perceptions, personalities, interests, and communication styles among employees can create tension and disrupt workplace relationships. If interpersonal conflicts are not appropriately managed, they may negatively affect employee well-being and organizational harmony (Ardi et al., 2025). Furthermore, workload is widely recognized as a significant source of work stress. Budiasa (2021) defines workload as the amount of work and responsibilities that employees must complete within a specified period. Excessive workload may increase work pressure and reduce employees' ability to perform their duties effectively.

Work stress-related issues have also been observed at Sederhana Restaurant in Bengkulu City, a culinary business specializing in traditional Padang cuisine. Based on preliminary observations and interviews with management and several employees, problems related to the work environment, interpersonal conflict, and workload were

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identified. Some employees reported experiencing less conducive working conditions. Interpersonal conflicts frequently emerged due to perceptions of unequal workload distribution, creating tension and feelings of unfairness among employees. In addition, several employees were required to perform additional duties beyond their primary responsibilities, resulting in increased workload and work pressure. These conditions are believed to contribute to employee work stress.

Although previous studies have examined the relationships between work environment, interpersonal conflict, workload, and work stress, inconsistent findings have been reported across different organizational settings. Variations in workplace characteristics and employee conditions may influence the nature and magnitude of these relationships. Therefore, further empirical investigation is necessary, particularly within the culinary industry.

Based on these considerations, this study aims to analyze the effects of work environment, interpersonal conflict, and workload on employee work stress at Sederhana Restaurant in Bengkulu City, both partially and simultaneously. The findings are expected to contribute to the development of human resource management literature and provide practical recommendations for reducing employee work stress in the culinary business sector.

LITERATURE REVIEW

Stres Kerja

According to (V.R. Zainal & M. Ramly, 2018), work stress is a condition when someone experiences excessive physical, mental, or emotional pressure due to job demands that are too high or not in line with their abilities and available resources. Stress occurs due to a mismatch between what is needed and what the environment can provide (Maghfirah, 2023). According to (V.R. Zainal & M. Ramly, 2018), work stress is a tension condition that creates a physical and psychological imbalance, affecting emotions, thought processes, and a person's condition. Meanwhile, according to (L. P. Sinambela, 2019), work stress is the feeling of pressure experienced by employees in dealing with their work. Based on the views of the experts mentioned above, it can be concluded that work stress is a condition when someone experiences pressure, whether physically, emotionally, or mentally, that affects emotions, thinking processes, and a person's condition experienced by employees in dealing with work. (I Komang Budiasa, 2021) states that work stress can be measured using the following indicators:

1. Individual Pressure
   Consists of role conflict, role ambiguity, heavy workload, responsibility burden, lack of career advancement, and minimal job design.
2. Group Pressure Occurs when there is a poor relationship between an individual and their coworkers.
3. Physical Environment Pressure
   This type of pressure usually relates to physical environmental conditions that can cause stress for an individual, such as dim lighting, noise, high temperature, and air pollution.
4. Organizational Pressure

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Concerns the extent to which a person's knowledge, opinions, and ideas are included in the decision-making process.

Work Environment

According to (M. Ali Nurdin, 2023), the work environment is everything that surrounds employees, the place where employees work, so that they feel safe, comfortable, and influenced in carrying out and completing their tasks. According to (Nurul Fikri et al., 2025), the work environment includes all facilities, equipment, and conditions of the place where someone works, including the methods and procedures for carrying out tasks individually or in groups. Meanwhile, according to (Panjaitan, 2017), the physical work environment, meaning all conditions around the workplace, will affect employees both directly and indirectly. Based on these expert opinions, it can be concluded that the work environment is the overall physical, social, and psychological conditions at the workplace that directly or indirectly affect employees' motivation, comfort, and work results. According to (M. Ali Nurdin, 2023), there are two indicators of the work environment, namely physical and non-physical.

Interpersonal Conflict

According to (S. N. Batjo, 2023), interpersonal conflict is a type of conflict that occurs between two or more individuals. According to (Rajasa & Suarmanayasa, 2023), interpersonal conflict is a dispute related to disagreements between two organizational personnel and happens because of individual differences, lack of resources, or misalignment of actions between the parties involved. (Ulfa et al., 2025) stated that interpersonal conflict is a negative interaction that occurs between individuals due to differences in values, desires, or goals that cannot be aligned, which can cause tension in relationships. Based on these various opinions, interpersonal conflict can be concluded as a condition of misalignment that occurs in relationships between individuals at work, triggered by differences in values, opinions, interests, or ways of working, thus creating tension that can strain relationships. According to (Mangkunegara, 2017), the indicators of interpersonal conflict are:

1. Differences in perception between individuals.
2. Differences in personal interests and needs.
3. Ineffective communication.
4. Differences in values, character, or personality.
5. Negative emotions (tension, hostility).
6. Unclear roles (role conflict) that trigger problems between individuals..

Workload

According to (I Komang Budiasa, 2021), workload is the comparison between the total standard time to complete tasks and jobs versus the total standard time. Safitri (2020) explains that workload refers to the number of tasks along with responsibilities that an organization's units have to handle within a certain time and with a specific amount of workforce. Meanwhile, (Ayu Sari Novita Dewi et al., 2024) state that workload is a situation where an employee has to do work that is too difficult or too much compared to the time available. From these various definitions, it can be concluded that

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workload is the total amount of work activities that a person has to complete within a certain period according to their physical, mental, and skill abilities. (I Komang Budiasa, 2021) stated that workload indicators consist of six indicators as follows.

1. Physical demand
   The amount of physical activity required to carry out tasks.
2. Effort
   The physical and mental effort needed to reach an employee's performance level.
3. Mental demand
   The amount of mental and perceptual activity required to see, remember, and search.
4. Temporal demand
   The amount of time-related pressure felt while the job is being done.
5. Frustration level
   How unsafe, hopeless, irritated, or upset someone feels compared to feelings of safety, satisfaction, comfort, and self-contentment.
6. Performance
   How successful someone is in their job and how satisfied they are with their work results.

RESEARCH METHOD

This study used a quantitative approach to examine the influence of work environment, interpersonal conflict, and workload on employee work stress at Sederhana Restaurant in Bengkulu City. The research was conducted at Sederhana Restaurant on Jl. Pangeran Natadirja and the Branch Canteen on Jl. M.T. Haryono, Bengkulu City. The population consisted of 46 employees, including employees in service, production, kitchen operations, cleaning, finance, and administration. Because the population was relatively small, this study used a saturated sampling technique, in which all 46 employees were included as respondents.

Data were collected through observation, interviews, and questionnaires. The questionnaire consisted of 12 statements for each variable, namely work environment (X1), interpersonal conflict (X2), workload (X3), and work stress (Y), resulting in 48 statements. The questionnaire used a Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). The measurement items were developed based on the indicators and theoretical references used in this study.

Before the data were analyzed, validity and reliability tests were conducted. The validity test used the Pearson Product Moment correlation by comparing the item-total correlation value with the r-table value of 0.291. All 12 items for each variable had correlation values greater than 0.291 and were therefore declared valid. The item-total correlation values ranged from 0.292 to 0.513 for work environment, 0.394 to 0.634 for interpersonal conflict, 0.293 to 0.712 for workload, and 0.304 to 0.612 for work stress. The reliability test using Cronbach's Alpha also showed that all variables were reliable, with coefficients of 0.654 for work environment, 0.683 for interpersonal conflict, 0.701 for workload, and 0.702 for work stress.

Data analysis was performed using SPSS. The analysis consisted of descriptive and inferential analysis, including normality, multicollinearity, and heteroscedasticity tests, followed by multiple linear regression analysis. The coefficient of determination

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(R^2), t-test, and F-test were used to examine the explanatory power and partial and simultaneous effects of the independent variables on employee work stress.

RESEARCH RESULTS AND DISCUSSION

Classical Assumption Test Results

Normality Test Results

The normality test was carried out by comparing the significance value to the alpha value. (0.05), if the significance value of each study variable > from the alpha value (0.05), if the significance value of each study variable is normally distributed.

Table 1. Kolmogorov-Smirnov Normality Test Results

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		46
Normal Parametersa,b	Mean	.0000000
	Std. Deviation	1.39844219
Most Extreme Differences	Absolute	.078
	Positive	.078
	Negative	-.048
Test Statistic		.078
Asymp. Sig. (2-tailed)		.200c, d
a. Test distribution is Normal.		
b. Calculated from data.		
c. Lilliefors Significance Correction.		
d. This is a lower bound of the true significance		

Source: SPSS Output

As shown in table 1, the value of Asymp is sonymized. Sig. (2-tailed is 0.200 which means greater than 0.05. Therefore, it can be concluded that it is in accordance with the decision-making principle of the Kolmogorov-Smirnov normality test. Therefore, the distribution found in this study is considered normal.

Multicollinearity Test Results

Table 2. Multicollinearity Test Results

No.	Variabel	Tolerance	VIF	Remarks
1.	Work Environment	0,655	1,528	Non Multikolinearitas
2.	Interpersonal Conflict	0,254	3,942	Non Multikolinearitas
3.	Workload	0,256	3,908	Non Multikolinearitas

Source: SPSS Output

The multicollinearity test showed that the tolerance values for work environment, interpersonal conflict, and workload were 0.655, 0.254, and 0.256, respectively. Meanwhile, the VIF values were 1.528, 3.942, and 3.908. Since all tolerance values were

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above 0.10 and all VIF values were below 10, the independent variables did not indicate multicollinearity.

Multiple Linear Regression Analysis Results

Table 3. Multiple Linear Regression Analysis Results

Coefficientsa								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	7,194	2,950		2,438	,019		
	Work Environment	-,205	,075	-,186	-2,730	,009	,655	1,528
	Interpersonal Conflict	,489	,116	,464	4,227	,000	,254	3,942
	Workload	,568	,102	,605	5,544	,000	,256	3,908
a. Dependent Variable: Work Stress								

Source: SPSS Output

The multiple linear regression analysis produced the following equation:
$Y = 7.194 - 0.205X1 + 0.489X2 + 0.568X3$

The unstandardized coefficient of work environment (X1) was −0.205, indicating a negative relationship with work stress. The unstandardized coefficients of interpersonal conflict (X2) and workload (X3) were 0.489 and 0.568, respectively, indicating positive relationships with work stress.

Based on the standardized coefficients (Beta), workload (X3) had the strongest relative contribution to work stress with a Beta value of 0.605, followed by interpersonal conflict (X2) with 0.464. Work environment (X1) had a negative standardized Beta value of −0.186.

Coefficient Results Determination (R2)

Table 4. Value of Determination Coefficient (R2)

Model Summaryb				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,934a	,872	,863	1,44753
a. Predictors: (Constant), Workload, Work Environment, Interpersonal Conflict				
b. Dependent Variable: Work Stress				

Source: SPSS Output

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The regression model produced an R value of 0.934, an R Square value of 0.872, and an Adjusted R Square value of 0.863. This indicates that work environment, interpersonal conflict, and workload collectively explain 86.3% of the variation in employee work stress. The remaining 13.7% is explained by other factors outside the variables included in this research model.

Hypothesis Testing Results

Partial Test Results (t)

Table 5. Hypothesis Test Results with T Test

Coefficientsa								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	7,194	2,950		2,438	,019		
	Work Environment	-,205	,075	-,186	-2,730	,009	,655	1,528
	Interpersonal Conflict	,489	,116	,464	4,227	,000	,254	3,942
	Workload	,568	,102	,605	5,544	,000	,256	3,908
a. Dependent Variable: Work Stress								

Source: SPSS Output

The t-test was conducted with 46 respondents and three independent variables. The degrees of freedom were calculated as df = n − k − 1 = 46 − 3 − 1 = 42, resulting in a t-table value of 2.018 at a significance level of 5%.

1. The work environment variable (X1) obtained a t-value of −2.730 with a significance value of 0.009. In absolute terms, |−2.730| = 2.730 > 2.018 and 0.009 < 0.05. Therefore, work environment has a negative and significant effect on employee work stress, and H1 is accepted.
2. Interpersonal conflict (X2) obtained a t-value of 4.227 with a significance value of 0.000. Since 4.227 > 2.018 and 0.000 < 0.05, interpersonal conflict has a positive and significant effect on employee work stress, and H2 is accepted.
3. Workload (X3) obtained a t-value of 5.544 with a significance value of 0.000. Since 5.544 > 2.018 and 0.000 < 0.05, workload has a positive and significant effect on employee work stress, and H3 is accepted.

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Simultaneous Test Results (F)

Table 6. Hypothesis Test Results with F Test

ANOVA						
Model		Sum of Squares	df	Mean Square	F	Say.
1	Regression	598,801	3	199,600	95,260	.000b
	Residual	88,004	42	2,095		
	Total	686,804	45			
a. Dependent Variable: Work Stress						
b. Predictors: (Constant), Workload, Work Environment, Interpersonal Conflict						

Source: SPSS Output

The ANOVA results show an F-value of 95.260 with a significance value of 0.000. Since the significance value is below 0.05, work environment, interpersonal conflict, and workload simultaneously have a significant effect on employee work stress. Therefore, H4 is accepted. The F-value used in the interpretation is 95.260, consistent with the ANOVA table.

The Influence of the Work Environment on Employee Work Stress in a Sederhana Restaurant

The results of this study indicate that the work environment has a negative and significant effect on employee work stress at Sederhana Restaurant in Bengkulu City. This means that a better work environment is associated with lower levels of employee work stress. A conducive physical and non-physical work environment can provide comfort, support effective communication, and reduce psychological pressure experienced by employees during work.

These findings are consistent with the theoretical perspective of M. Ali Nurdin (2023), which explains that the work environment includes everything surrounding employees and can influence their comfort and ability to carry out their tasks. However, the findings of this study differ from those of Maryani et al. (2022), who reported a positive and significant relationship between physical and non-physical work environments and employee work stress at PT Citra Abadi Sejati. This difference may be related to differences in research context, characteristics of respondents, organizational conditions, or the way the work environment and work stress variables were measured. In the present study, the research was conducted in the culinary service sector, where a more conducive work environment may reduce employees' psychological pressure and work stress. Therefore, the different findings suggest that the relationship between work environment and work stress may vary depending on organizational and contextual conditions.

The Effect of Interpersonal Conflict on Employee Work Stress in Sederhana Restaurant

Based on the results of research and raw data processing carried out on employees of the Bengkulu City Sederhana Restaurant through the distribution of questionnaires to 46 respondents who had been tested so that it could be known that the influence of

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interpersonal conflict (X2) had a positive and significant effect on the work stress of Bengkulu City Sederhana Restaurant employees.

The results of the study on the interpersonal conflict variable are that there is a positive and significant influence on the work stress of employees of the Bengkulu City S Sederhana Restaurant. This means that if interpersonal conflicts increase, the level of work stress experienced by employees will also increase. The interpersonal conflict in question can be in the form of differences of opinion between employees, misunderstandings in communication, lack of teamwork, and unhealthy competition in the workplace.

The results of this study are supported by the theory (Rajasa & Suarmanayasa, 2023) that interpersonal conflict is a dispute related to a dispute between two individual organizational personnel and occurs because there is individual inequality or lack of resources as well as inalignment of actions between related parties.

The results of this study are also supported by a study (Rajasa & Suarmanayasa, 2023) entitled The Effect of Workload and Interpersonal Conflict on Work Stress in Buleleng Traditional Village Crematorium workers. The results of this study show that workload and interpersonal conflicts have a positive and significant influence on employee work stress. The results of the study are also supported by a study (Ayu Sari Novita Dewi et al., 2024) entitled The Effect of Interpersonal Conflict and Workload on Nurses' Work Stress at Gunung Tua Hospital, North Padang Lawas Regency. The results of the study show that interpersonal conflicts and workload have a positive effect on nurses' work stress.

The Effect of Workload on Employee Work Stress in a Sederhana Restaurant

Based on the results of research and raw data processing carried out on employees of the Bengkulu City Sederhana Restaurant through the distribution of questionnaires to 46 respondents who have been tested so that it can be known that the influence of workload (X3) has a positive and significant effect on the work stress of Bengkulu City Sederhana Restaurant employees.

The results of the study on the workload variable were that there was a positive and significant influence on the work stress of employees of the Bengkulu City Sederhana Restaurant. This means that if the workload received by employees is higher, the level of work stress experienced will also increase. A high workload can be in the form of many tasks that must be completed in a limited time, high work demands, and pressure to work quickly and precisely, especially in a work environment such as the Sederhana Restaurant in Bengkulu City which has a high service intensity.

The results of this study are supported by the theory (Safitri, 2020) explaining that what is meant by workload is the number of tasks with responsibilities that must be carried out by the organization of its units at one time and a certain number of workers.

The results of this study are also supported by a study (Mutiara Suci Ramadhani et al., 2022) entitled The Effect of Workload on Work Stress and Employee Performance of PT Putra Mahalona. The results of the study show that workload has a positive effect on work stress and reduces performance. The higher the workload, the higher the work stress experienced. The results of this study are also supported by a study (Riznanda & Kusumadewi, 2023) entitled The relationship between workload and work stress in

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employees of the Production Division of PT X. The results of the study show that high workload significantly increases work stress in employees of the Production Division.

The Simultaneous Effect of Work Environment, Interpersonal Conflict, and Workload on Employee Work Stress

Based on the simultaneous test, the work environment, interpersonal conflict, and workload together have a significant effect on employee work stress at Sederhana Restaurant in Bengkulu City. The F-test results show a calculated F value of 95.260, which is greater than the F-table value of 3.21, with a significance value of 0.000 < 0.05. This indicates that the regression model containing the three independent variables is statistically significant in explaining employee work stress.

Individually, however, the direction of the effects differs. The work environment has a negative and significant effect on work stress, whereas interpersonal conflict and workload have positive and significant effects. Therefore, the simultaneous significance of the regression model should not be interpreted as meaning that all three independent variables have a positive effect on work stress.

CONCLUSION

Based on the research that has been conducted on the influence of work environment, interpersonal conflicts, and workload on employee job stress at Sederhana Restaurant in Bengkulu City, it can be concluded as follows:

1. The work environment has a negative and significant effect on the job stress of employees at Sederhana Restaurant in Bengkulu City. This shows that the higher the work environment quality, the lower the job stress experienced by employees at Sederhana Restaurants in Bengkulu City.
2. Interpersonal conflict has a positive and significant effect on work stress among employees at Sederhana Restaurant in Bengkulu City. It means that the higher the level of interpersonal conflict that occurs, the more work stress the employees experience.
3. Workload has a positive and significant effect on employee work stress at Sederhana Restaurant in Bengkulu City. This means that the higher the level of workload perceived by employees, the more their work stress will increase.
4. Work environment, interpersonal conflict, and workload simultaneously or jointly have a significant effect on employee work stress at Sederhana Restaurant in Bengkulu City. This means that work stress will increase if employees experience an uncomfortable work environment, interpersonal conflicts with fellow coworkers, and an excessively high workload, which become obstacles in completing their work.

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