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The Influence of Workload on Anxiety Levels Among Private Sector Employees in East Jakarta

Rizky Purnomo Adji Churnawan[1]
[1]Universitas Jayabaya, Indonesia, rizkypurnomo.psikolog@gmail.com

Corresponding Author: rizkypurnomo.psikolog@gmail.com[1]

Abstract: This study aims to examine the extent to which workload intensity contributes to anxiety levels among private sector employees in East Jakarta. A quantitative research design employing an associative-correlational approach was adopted. A total of 100 participants were selected using incidental sampling techniques. The research utilized structured questionnaires on workload and anxiety, both of which had undergone prior validity and reliability testing to ensure data accuracy. Data were analyzed using Pearson's correlation to assess the strength and direction of the relationship between variables, along with simple linear regression to determine the magnitude of workload's influence on anxiety levels. The findings revealed a statistically significant correlation between workload and anxiety ($r = 0.612$, $p = 0.000$). Moreover, workload accounted for 37.4% of the variance in anxiety levels. These results suggest that a substantial increase in workload intensity may act as a catalyst for heightened anxiety among employees. It is anticipated that the insights gained from this research may serve as a critical reference for organizations in evaluating and improving their workload management strategies for employees.

Keyword: Workload, Anxiety, Private Sector Employees, Correlation, Simple Linear Regression

INTRODUCTION

The modern workplace is characterized by increasingly complex dynamics and demands. Rapid technological advancement, intensified global competition, and escalating performance targets require individuals to demonstrate a high degree of adaptability. Beneath these developments, however, lie a range of challenges that may adversely affect employees' psychological well-being. One of the most pressing concerns is the excessive workload borne by workers across various industrial sectors, including those within the private sector. (Syaifunnawal & Budiani, 2023).

Workload can be conceptualized as the quantity, complexity, and intensity of tasks that an individual is expected to complete within a specific time frame. It encompasses not only quantitative dimensions, such as the volume of work assigned, but also qualitative aspects, including task difficulty, time pressure, and the emotional responsibility embedded in

the execution of one's duties. (Amalia et al., 2017). According to the Demand-Control Model developed by Karasek, high workload, when not accompanied by adequate job control or social support, may lead to elevated stress levels and a heightened risk of psychological disturbances among employees (Tirtaputra et al., 2018). This aligns with the findings of Nurhidayati (2024), which indicate that excessive workload, when not accompanied by adequate organizational support, can trigger occupational stress and lead to a decline in employee performance (Ratna Sari & Sahrah, 2023).

Psychological responses to workload imbalance may manifest in various forms, one of which is the emergence of anxiety symptoms. This emotional state is characterized by persistent fear, excessive worry, and heightened tension related to either current circumstances or anticipated situations. In occupational settings, anxiety may be triggered by multiple factors, including unrealistic performance expectations, pressure to meet demanding targets, ambiguity in task direction, and insufficient social support from peers or direct supervisors. Several studies have identified that individuals subjected to excessive workloads are more vulnerable to experiencing anxiety, which, in turn, can lead to diminished motivation, reduced concentration, and an elevated risk of long-term psychological disorders. (Wahdaniyah & Miftahuddin, 2019).

In addition to the Demand-Control theory, the Job Demands-Resources (JD-R) framework also offers a compelling explanation of how workload interacts with both individual and organizational resources in shaping employee well-being. This model posits that elevated job demands, including physical strain, mental exhaustion, and emotional burden, tend to increase the likelihood of stress and anxiety. These risks become more pronounced when such demands are not balanced with sufficient resources, such as social support, role clarity, and access to relevant job training.(Dewi, 2024). The findings of Dhania (2024) lend further support to this perspective. The study revealed that laboratory employees facing high mental workload and lacking adequate resources are more likely to experience significant levels of anxiety and work-related stress. (Octaviaji & Hidayati, 2024).

In the Indonesian context, particularly in urban areas such as East Jakarta, the phenomenon of increased workload and employee anxiety has become a relevant subject of investigation. As part of the nation's economic hub, East Jakarta is characterized by a high level of business activity across sectors including corporate offices, commerce, and service industries. These conditions place considerable pressure on private sector employees, both in terms of the volume and complexity of their work. Preliminary observations conducted by the researcher indicate that many private sector workers in East Jakarta report excessive workloads, strict performance targets, and symptoms of anxiety, such as sleep disturbances, heightened worry, and emotional tension. (Syaifunnawal & Budiani, 2023).

A growing body of research has established a statistically significant relationship between workload intensity and the tendency for anxiety symptoms to emerge among employees. One such finding was presented by Raihan (2024) in a study of airport operations staff, which identified a strong association between mental pressure caused by demanding work expectations and the increased manifestation of anxiety symptoms among workers (Raihan & Wartono, 2025). Zainal and Azhar (2023) also emphasized that high-intensity physical and mental work-related pressure may serve as a primary trigger for professional fatigue and anxiety disorders among industrial sector workers (Wahdaniyah & Miftahuddin, 2019). Meiliana's research further indicates that limited psychological capital, particularly low levels of self-confidence and psychological resilience, can intensify the effect of workload on employee anxiety.

Although several studies have highlighted the relationship between workload and anxiety, research specifically examining the impact of workload on anxiety levels among private sector employees in East Jakarta remains limited. A deeper understanding of this

relationship is of strategic importance, particularly for organizations aiming to develop adaptive and preventive workload management systems that address psychological issues such as anxiety. In response to this critical need, the present study was designed to assess the extent to which workload significantly influences anxiety levels among private employees in the East Jakarta region. The findings are expected to contribute not only to the academic discourse in the field of industrial and organizational psychology but also to offer practical recommendations for fostering healthier, more supportive, and productive work environments.

METHOD

This study adopts a quantitative approach grounded in an associative-correlational paradigm to explore the extent to which a causal relationship may be established between the variables under investigation, specifically the influence of workload on anxiety levels among private sector employees in East Jakarta. In this model, workload serves as the independent variable, while anxiety functions as the dependent var (Sjamsuddin & Anshari, 2023) . A total of 100 respondents were selected using incidental sampling, with the inclusion criteria requiring participants to be permanent employees with a minimum of one year of service. Data were collected through questionnaires, documentation review, and interviews (Qohar, 2016). The research instruments consisted of a workload questionnaire based on the framework proposed by Sugiyanto (2016), which measures physical, mental, and emotional workload dimensions. Anxiety was assessed using an adapted version of the NIOSH Job Stress Questionnaire, previously validated for use in the Indonesian context. Validity testing was conducted using Pearson's Product-Moment Correlation, while reliability was assessed through Cronbach's Alpha, with a minimum threshold of $\alpha \geq 0.70$ (Yusuf Alwy et al., 2024).

Data were analyzed using descriptive statistics, Pearson correlation to examine the relationship between variables, and simple linear regression to determine the extent to which workload influences anxiety levels. (Sjamsuddin & Anshari, 2023). All statistical analyses were performed using SPSS version 26. Normality and linearity tests were conducted as preliminary assumptions for further analysis. The study was carried out between June and July 2025 across several private companies in East Jakarta, with adherence to established research ethics protocols.

RESULT AND DISCUSSION

Employee anxiety levels are closely linked to workplace conditions such as workload demands, time constraints, high performance expectations, and the quality of social interactions within the organizational environment. When these factors are not properly managed, they may contribute to psychological distress. An imbalance in workload, whether related to volume or task complexity, can result in sustained mental strain that may eventually increase the likelihood of anxiety among employees (Ilmi et al., 2023). In contrast, when workload is managed in a balanced and proportional manner, it can strengthen employees' self-confidence, motivation, and sense of security in fulfilling their responsibilities. Organizations that actively promote workload equilibrium and psychological well-being among their employees are more likely to cultivate a healthy and sustainable work environment. This consideration is essential, as unmanaged anxiety may negatively affect job performance, reduce employee satisfaction, and ultimately hinder overall productivity (Setiawan et al., 2024).

Managerial efforts to regulate workload, provide psychological support, and foster a supportive work environment represent strategic measures for mitigating employee anxiety. These initiatives enable employees to perform their tasks more effectively and productively, while also enhancing their mental readiness to meet the evolving demands of the workplace.

Prior to data analysis, validity and reliability testing was conducted. Validity was assessed using the Pearson Product-Moment Correlation, and the results indicated that all questionnaire items related to workload and anxiety yielded correlation coefficients exceeding the critical r-value, thereby confirming their validity (Nur Alifatun Nisak, 2024). Reliability testing was conducted using Cronbach's Alpha. The workload instrument achieved a reliability coefficient of 0.835, while the anxiety instrument yielded a value of 0.812. Both scores exceeded the minimum acceptable threshold of 0.70, indicating that the instruments are sufficiently reliable for use as data collection tools.

Analysis of the Effect of Workload on Anxiety Levels Among Private Sector Employees in East Jakarta

Following the confirmation of validity and reliability for all research instruments, data analysis was conducted to examine the relationship and influence of workload on anxiety levels among private sector employees in East Jakarta. The analytical procedures included the application of Pearson correlation to determine the direction and strength of the relationship between the variables under investigation. In addition, simple linear regression was employed to assess the extent to which workload contributes to the variation in employee anxiety levels (Aini & Fauziah, 2024).

1. Pearson Correlation Test

The results of the Pearson correlation analysis revealed a positive and statistically significant relationship between workload and employee anxiety levels. The correlation coefficient was calculated at $r = 0.612$, with a significance level of $p = 0.000$. According to the correlation interpretation guidelines outlined by Sugiyono (2017), this value falls within the category of a strong association. Furthermore, the significance value, being below 0.05, confirms that the relationship between the two variables is statistically significant. These findings suggest that increases in perceived workload intensity tend to be accompanied by a corresponding rise in anxiety levels among employees. Conversely, when work-related pressure decreases, the likelihood of experiencing anxiety tends to decline as well. This outcome is consistent with theoretical perspectives asserting that excessive workload serves as a key determinant of psychological strain, including stress and anxiety, within the workplace environment (Fani Nailil Muna, 2016).

2. Simple Linear Regression Analysis

The quantitative effect of workload on anxiety levels was analyzed using simple linear regression, which yielded the following regression equation:

$Y = 15.432 + 0.658X$

Where:

Y = Anxiety level

X = Workload

15.432 = Constant

0.658 = Regression coefficient

Based on the regression model, it was found that each one-unit increase in the workload score corresponds to a 0.658-point rise in the anxiety score. This finding indicates that workload contributes positively to the intensity of anxiety experienced by employees. Furthermore, the coefficient of determination (R^2) obtained was 0.374, suggesting that approximately 37.4% of the variation in anxiety levels can be explained by the workload variable. The remaining 62.6% is attributable to other factors not accounted for in this study's model, such as personality traits, family dynamics, social environment, and external

psychological pressures. The regression coefficient's significance test yielded a *p*-value of 0.000, confirming the statistical significance of the model. These results demonstrate that workload exerts a significant influence on employee anxiety levels in the private sector within the East Jakarta region. This empirical evidence highlights the potential for unmanaged workload to elevate anxiety among employees. Accordingly, it is essential for organizational management to ensure a balanced distribution of tasks in order to reduce anxiety in the workplace.

Discussion

A positive and statistically significant correlation was found between workload and anxiety levels among private sector employees in East Jakarta, as indicated by a correlation coefficient of $r = 0.612$ with a significance level of $p = 0.000$. The strength of this relationship is classified as high according to standard statistical interpretation. The results of the simple linear regression analysis further revealed that workload accounts for 37.4 percent of the variance in anxiety levels, while the remaining variation is attributed to other factors not included in the model. These findings are consistent with the view of Lantara and Nusran (2019), who identified excessive workload, in terms of both task quantity and complexity, as a major contributor to psychological strain in the workplace. When workload is not properly balanced, it can lead to physical fatigue and disrupt employees' mental and emotional well-being. If such conditions are left unaddressed, the likelihood of developing anxiety symptoms increases substantially. (Fani Nailil Muna, 2016).

Within the context of these findings, elements can be identified that align with the concept of job stress as articulated by Robbins and Judge (2017), where heightened pressure in the work environment, including the accumulation of heavy task demands, is associated with a decline in the mental well-being of affected individuals (Aditama et al., 2023). If left unaddressed, this condition may lead to a decline in motivation, job satisfaction, and productivity, and over the long term, it may increase the risk of more serious psychological disorders. Moreover, these findings are consistent with the results of a study by Apriliana and Nawangsari (2021), which explained that poor workload management contributes to elevated anxiety levels and has a detrimental impact on employee performance (Afgani & Soliha, 2024). A reduction in employee anxiety can be achieved through the proportional structuring of workload, the provision of adequate psychological support, and the cultivation of a work environment that fosters mental and emotional balance within the organization.

The coefficient of determination value of 37.4 percent indicates that workload is not the sole variable influencing employee anxiety. The remaining proportion is likely attributed to a range of internal and external factors, including personality traits, social dynamics, family background, and the individual's physical and mental health status. To gain a more comprehensive understanding, further investigation into other potential variables affecting workplace anxiety is warranted. These findings implicitly reinforce the role of workload as a critical determinant in shaping psychological well-being within organizational settings. Well-structured workload management not only supports higher productivity but also contributes to maintaining employees' mental stability, enabling them to adapt healthily to the pressures and complexities of modern work environments (Ilmi et al., 2023).

CONCLUSION

The relationship between workload and anxiety levels among private sector employees in East Jakarta is consistently reflected in the results of the analysis. An increase in workload tends to be accompanied by a rise in anxiety intensity, as evidenced by the strong and statistically significant correlation observed. The simple linear regression analysis indicated that workload accounts for 37.4 percent of the variation in employee anxiety, with

the remaining proportion attributed to other factors beyond the scope of this study. These findings underscore the substantial role that job-related pressure plays in shaping employees' psychological conditions within the workplace. Therefore, systematic workload management should be regarded as a strategic component in fostering a healthy and low-stress work environment that supports employee well-being and mental balance.

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