



The Impact Of Working Conditions On The Mental Health Of Employees At Company

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Abstract

Background : Employee mental health is crucial to the success of a company. This research aims to investigate the impact of excessive workload and workplace conflict on employee mental health at PT. X. **Purpose :** This research aims to understand how excessive workload and workplace conflict at PT. X can impact the mental health of its employees. **Design/methods/approach:** This study employs a mixed-methods approach, incorporating a literature review, primary data collection through questionnaires, descriptive analysis of both primary and secondary data, and presentation of findings in a comprehensive report. In developing the research model, questionnaires will be utilized to assess working conditions and their impact on employee health and performance, supplemented by direct observations of employees in their work environment. **Findings :** The research findings demonstrate that excessive workload and workplace conflict have a significant impact on employee mental health. Excessive workload can lead to stress, anxiety, and depression. Meanwhile, workplace conflict can cause frustration, anger, and disappointment. **Research implications/limitations:** Based on the research results, companies need to take several steps to improve employee mental health, including: Reduce excessive workload, increase working time, Improve communication and cooperation between employees to prevent conflict, Provide training to employees on how to manage stress and conflict, Create a conducive and supportive work environment.

Keywords : Working Conditions; Employee Mental Health

Introduction

Human resources are a cornerstone in driving a company's success. Employee performance plays a vital role in helping a company achieve its goals effectively and efficiently. A company's success heavily relies on how its human resources operate, making quality employees key to building a positive reputation for the company.

In the current climate, there's a potential for employees to experience mental health challenges. Mental health is closely linked to employee performance, as any disruption to their mental well-being can hinder their ability to function optimally in their daily lives, including in

the workplace (Herdiany et al., 2023).

Working conditions are closely related to the physical environment, including room conditions, lighting, noise, air quality, and so forth (Disfantino et al., 2022). In the current situation, workers are potentially at risk of experiencing mental health problems. Many individuals tend to underestimate mental health issues due to the lack of obvious physical symptoms. However, psychological well-being significantly impacts worker productivity; if workers encounter such challenges, their work and daily activities can be disrupted (Herdiany et al., 2023).

Employee mental health is a critical aspect that organizations and companies must prioritize. Mental health encompasses various dimensions, including physical, psychological, social, and moral-spiritual well-being, which collectively enable individuals to achieve a quality of life aligned with religious and cultural values, in personal, family, and professional settings.

When employees have stable mental health, it positively impacts the overall work atmosphere, creating an environment conducive to collective well-being. Employees with good mental health are more productive and make valuable contributions to various communities, both in social settings and the workplace (Subhi & Praningrum, 2023).

The healthcare distribution and logistics industry is a sector that continues to experience growth. This makes healthcare distribution and logistics a significant business opportunity, but also means that competition will become increasingly fierce. Therefore, companies will seek strategies to maintain their operations, one of which is by developing human resources.

Fundamentally, employee contributions benefit a company in achieving its targets effectively and efficiently (Herdiany et al., 2023). Human resources are vital to a company's success, making the presence of competent employees crucial for building a positive company reputation (Purba & Ratnasari, 2018).

An individual exhibiting signs of mental health problems, such as hypertension, fatigue, loss of appetite, and insomnia, is likely experiencing significant stress in the workplace. If these conditions remain unaddressed, they can escalate and further impact the employee's well-being (Komalasari et al., 2020).

One contributing factor to mental health disorders is excessive workload. This often arises when companies fail to adequately assess workload demands and place undue pressure on employees to complete tasks quickly, without considering their capabilities and capacity (Septyaningsih & Palupiningdyah, 2017).

Additionally, conflict within the work environment is another trigger for mental health issues. Workplace conflicts can stem from seemingly minor issues such as disagreements, differing goals, and perceptions. If these conflicts persist, employees may feel uncomfortable, stressed, and demotivated, ultimately leading to a decline in their performance and harming the company.

PT. X, a healthcare distribution and logistics company operating in East Jakarta since 2016, is facing challenges related to excessive workload impacting employee mental health. Research indicates that older employee age and inconsistent production output contribute to this excessive workload.

Excessive workload refers to a situation where employees are assigned tasks that exceed their capacity, to be completed within a specific timeframe, creating a gap between the expected work and the individual's capabilities (Diana, 2019).

Workplace conflict is a situation in the work environment where an individual is involved in tension arising from differences in opinions, goals, perceptions, and other factors (Erliana et al., 2020).

Employee mental health refers to an optimal state in which an individual is aware of their abilities and potential, capable of managing daily stress, working effectively, and contributing positively to their surroundings (Hayati, 2019).

Literature Review

Working conditions encompass the set of circumstances present in a company's work environment where employees perform their duties. Ideal working conditions provide comfort and support worker productivity in carrying out their tasks. This includes all aspects of the work environment that can affect performance and safety. Therefore, it's important to pay attention to working conditions, including factors such as physical, psychological, and overall work environment conditions. The goal is for workers to feel comfortable and safe while working, which in turn will increase productivity both individually and within the overall organizational context (Kerja et al., 2011).

More specifically, according to Ashar, working conditions include: Illumination (Lighting): The quality of lighting is determined by physical aspects such as light intensity, light distribution, and glare risks. Another important factor is how light is distributed within the room or work area. Color: Color has a psychological impact on perception; the use of dark or inappropriate colors can make a room appear cramped and closed off. In contrast, light and bright colors on the walls

can make a room feel more spacious and open. Color can also be used to create illusions about the temperature and size of a room. Noise: Noise is often perceived as unwanted and disturbing sound. However, this definition is inadequate because there is no clear basis for determining when sound is considered undesirable. Noise in the environment can make us irritable, restless, and have difficulty sleeping; it can even cause hearing impairment. McCormick (1970) distinguishes between nerve deafness and conduction deafness. McCormick concludes that noise: 1) results in a decrease in work performance, 2) has no effect on work performance, or 3) results in an increase in work performance.

Fourth, Temperature and Humidity: These two factors are closely related to the physical well-being of workers and can influence work performance and efficiency. Previous studies have established a link between labor productivity and temperature and humidity (Shan & Goodrum, 2014). Fifth, Ventilation: Workplace ventilation must ensure a continuous flow of fresh air to combat fatigue. It functions to regulate and exchange air as needed for comfort. Good ventilation occurs naturally without the aid of devices such as fans or air conditioners. Ventilation is based on two main principles: 1) Horizontal ventilation and 2) Vertical ventilation. Sixth, Mechanical Vibration: This refers to the back-and-forth movement of machine components due to forces originating from within the machine (internal forces generated by the machine) as well as external forces (external forces influenced by factors around the machine). Vibration can occur due to friction between machine parts or machine rotation, and usually comes from work equipment such as forklifts, saws, drills, and grinders.

The vibrations produced can affect the bodies of exposed workers. There are two methods for measuring mechanical vibration: relative vibration and absolute vibration. Based on a number of literature sources, three parameters can be used to measure vibration: Frequency: The number of vibration periods that occur in one unit of time. Amplitude: The size or magnitude of the vibration signal produced. Phase: The time period required to complete one full cycle of vibration, including one peak and one valley or 360 degrees (T/Period), and can be expressed as a phase angle.

Radiation is the release of energy from a radiation source through matter or space in the form of heat, particles, or electromagnetic waves (also known as photons) (Setyaningsih, 2018). Meanwhile, according to Harianto (2015), radiation is energy that is emitted and absorbed in electromagnetic waves or energetic particles. The properties of radiation that can be used to identify the radiation source are: 1) Radiation cannot be detected by human senses, so a detection aid called a detector is needed. 2) Radiation can interact with the matter it penetrates through the processes of ionization, excitation, and various other mechanisms.

Radiation in the workplace that can cause illness is divided into two types: non-ionizing radiation and ionizing radiation. Non-ionizing radiation includes examples of electromagnetic waves such as microwaves, ultraviolet rays, infrared rays, and laser beams. Ionizing radiation is radiation that is capable of producing ions when interacting with atoms or molecules, whether it's electromagnetic waves or particles. According to Harrianto (2015), ionizing radiation consists of protons, electrons, neutrons, and alpha rays.

Employee mental health encompasses the emotional, psychological, and social well-being of individuals in their work roles. Good mental health is crucial for employees as it enhances performance, job satisfaction, and overall well-being. Aspects of employee mental health include various elements that influence a person's emotional, psychological, and social well-being (Al Fatih et al., 2022). Some of these aspects include: Emotional well-being: Employees with good emotional well-being are able to manage their emotions healthily, including when facing stress, anxiety, and pressure in the workplace. Psychological health: Employees with good psychological health can think clearly, make sound decisions, and cope with conflicts at work. Social health: Employees with good social health can interact effectively with colleagues and management, and have strong social support in the work environment (Sipayung et al., 2023).

According to (Sabir, 2021), several factors can influence employee mental health: Work environment: High work pressure, lack of support from colleagues or superiors, job insecurity, and low job security can negatively impact employee mental health. Work-life conflict: Excessive work demands and long working hours can disrupt the balance between work and personal life, leading to stress and negatively affecting mental health. Physical condition and health: Poor physical condition, such as lack of sleep, fatigue, and lack of physical activity, can affect mental health, as can chronic diseases or certain mental disorders. Social support: Employees who receive good social support from family, friends, and colleagues tend to have better mental health. Work engagement: Employees feel better mentally if they are satisfied with their jobs and have control over their work. Individual factors: Personal values, lifestyle, habits, and coping skills also influence employee mental health.

Job stress is associated with mental health problems among workers in various developing countries. It needs to be addressed because it can affect not only performance but also all aspects of a worker's life. The consequences include increased absenteeism and decreased productivity. The human body's reaction to work stress encompasses both physiological and psychological responses experienced in the workplace. The impact of work stress not only affects the individuals experiencing it but also impacts the entire organization or company where they work. Individuals affected by work stress can experience various subjective effects such as anxiety,

depression, or fatigue (Sutrisno et al., 2023).

The Impact of Workload and Environmental Factors on Work-Related Stress Workload refers to the quantity and quality of work that an employee must complete. Employees experience stress and fatigue due to excessive work schedules, work hours that do not match their capabilities, and short break times. Therefore, work overload can occur in the form of an increased number of tasks. Employees can suffer from work-related stress due to excessive workload, such as "feeling overwhelmed by the amount of work" (Sutrisno et al., 2023).

The mental health of workers is influenced by the work environment, including colleagues and the workplace itself. Organizations are formed through human interaction. Interpersonal relationships with colleagues or superiors can trigger conflicts that lead to work-related stress.

Conflict is a process in which one party feels that their interests are being opposed or receiving a negative reaction from another party. Interpersonal conflict can arise both between colleagues themselves and between employees and their supervisors.

Stress can also occur due to role conflicts experienced by workers. These conflicts arise when there is a mismatch between what is required and expected of their role, which subsequently affects their performance. Often, these role conflicts arise because workers are confused about their position within the company and lack experience, making it difficult for them to understand their tasks and roles within the organization (Sutrisno et al., 2023).

Methods

The methods employed in developing a model for Analyzing the Impact of Working Conditions on Employee Mental Health involve several stages as follows: 1) Conducting information and data search and collection: This includes gathering information and data related to basic theories and previous research on work-related stress, its impact on health, and employee performance. 2) Collecting primary data: This involves using questionnaires distributed to employees to measure the level of work-related stress and its impact on their health and performance. 3) Processing and analyzing primary and secondary data: This stage utilizes descriptive analysis methods to process and analyze the collected data. 4) Presenting the analysis results and the developed model: The findings and the developed model are presented in a report that includes conclusions and recommendations for maintaining health and improving employee performance.

The analysis of work stress levels and their impact on health, as well as the development of an employee performance model, is conducted through: 1) Questionnaire distribution:

Questionnaires are disseminated to assess the level of work-related stress and its effects on employee health and performance. 2) Direct observation: Direct observation of employees during their work is carried out to evaluate workload, task intensity, and the strategies they employ to mitigate work stress.

By implementing these research and observation methods, the development of a model for Analyzing the Impact of Working Conditions on Employee Mental Health can be achieved in a more comprehensive and accurate manner (Octasylya & Musyaffa, 2023).

Result and Discussion

Based on the questionnaire data from 100 respondents, 47 people experience stress, 12 people almost never experience it, 35 people almost often experience it and 6 people experience stress very often.

Table 1.Data Tingkat Stress

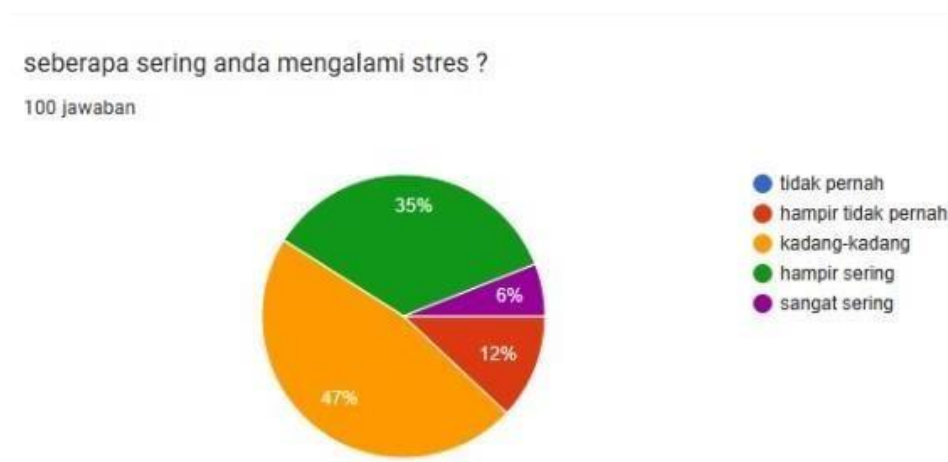


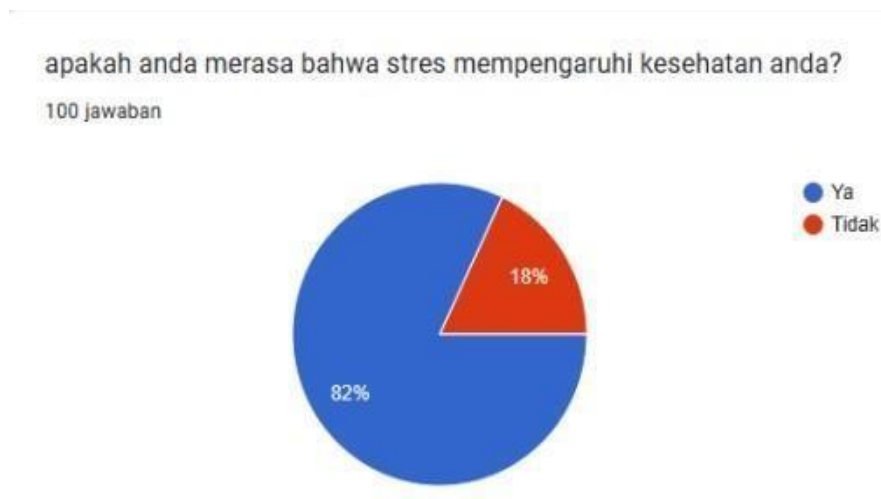
Table SEQ Table * ARABIC 2. Data Dampak Terhadap Kesehatan

Based on the observations and literature review conducted, several factors have been identified as potential triggers of stress among employees, both in terms of physical and mental burdens, ranging from severe to milder. These factors include: 1) Excessive Workload: When employees have numerous tasks or responsibilities that need to be completed within a short timeframe, it can lead to stress. 2) Lack of Control: When employees feel they have no control over situations or decisions that affect their work, it can cause feelings of stress and discomfort. 3) Job Insecurity: Factors such as job uncertainty, threats of salary cuts, or even fear of job loss can cause increased stress levels in the workplace. 4) Work-Life Imbalance: When employees find it difficult to balance their

personal and work needs, it can lead to stress.

Lack of Support from Superiors or Colleagues: When employees feel they are not receiving adequate support from their superiors or colleagues, this can increase their stress levels. 6) Tight Deadlines: If employees are faced with tight and unrealistic deadlines, this can cause significant stress. 7) Job Dissatisfaction: When employees feel dissatisfied with their jobs, whether it's due to lack of appreciation, recognition, or opportunities for growth, this can lead to stress. 8) Harassment or Discrimination: Factors such as workplace violence, bullying, or discrimination can create an unhealthy work environment and lead to high levels of stress. 9) Additionally, the duration of employment contracts can also contribute to stress, particularly when some employees feel overlooked or neglected due to the terms of their contracts.

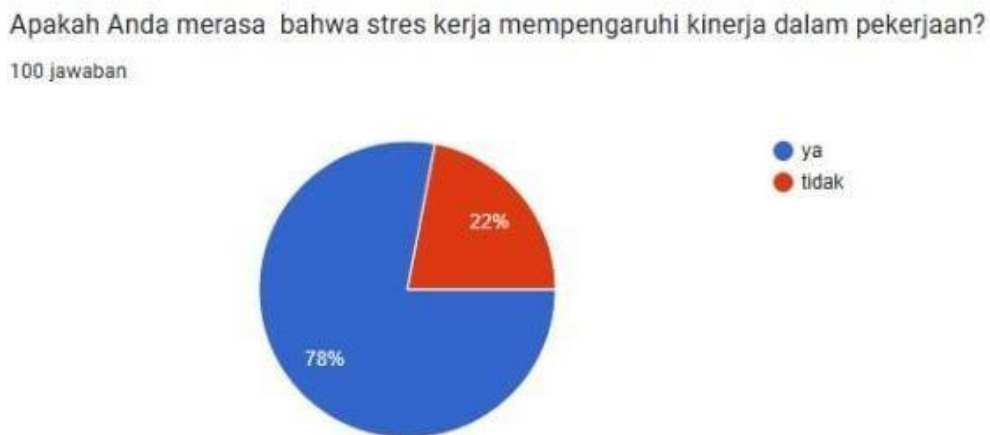
According to the following data, 82 individuals feel that work-related stress affects their health, while 18 individuals feel that work-related stress does not impact their health.



The identification results indicate that work-related stress has a significant impact on both the physical and mental health of employees, including: 1) Physical Health Problems: Sleep Disorders: Stress can disrupt sleep patterns and lead to insomnia, which in turn can reduce sleep quality and affect overall health. Weakened Immune System: Stress can weaken the immune system, making employees more susceptible to illness and infections. 2) Mental Health Problems: Anxiety: Chronic work-related stress can lead to high levels of anxiety, which can disrupt performance and overall well-being. Depression: Prolonged stress can increase the risk of depression, which can impact daily life and overall quality of life. Mental Health Disorders: Stress can contribute to the development of mental health disorders such as anxiety, depression, and post-traumatic stress disorder (PTSD). Decreased Performance and Productivity: High levels of

work-related stress can disrupt concentration, focus, and overall performance, which in turn can lead to decreased productivity. Based on the data below, 78 employees experienced a negative impact on their work performance, while 22 employees were not affected in their work performance

Table 3. Data Dampak Terhadap Kinerja Kerja



The observation results indicate that work-related stress can significantly affect employee performance during work, including:

- a) Decreased Productivity: Employees experiencing high levels of stress tend to exhibit decreased productivity. Stress can disrupt their concentration and focus, hindering their ability to complete tasks efficiently.
- b) Reduced Work Quality: Work-related stress can lead to a decline in the quality of work produced by employees. When employees feel stressed or anxious, they may not be able to perform their tasks to the same standards as when they are in a calmer and more relaxed state.
- c) Increased Error Rates: Stressed employees tend to make more errors in their work. Stress can impair cognitive abilities and decision-making, potentially leading to avoidable mistakes.
- d) Increased Absenteeism: Employees experiencing high levels of work-related stress may be more likely to be absent from work more frequently. They might feel unable to cope with their tasks or choose to take time off as a way to avoid stressful situations in the workplace.
- e) Disrupted Interpersonal Relationships: Work-related stress can affect interpersonal relationships in the workplace. Stressed employees may become more irritable or quick to anger, which can disrupt collaboration and teamwork.
- f) Higher Rate of Workplace Accidents: Stress can distract employees from their tasks, increasing the likelihood of accidents and injuries in the workplace.
- g) Decline in Psychological Well-being: Work-related stress can negatively impact the psychological well-being of employees, leading to symptoms such as anxiety and depression (Octasyuva & Musyaffa, 2023).

Conclusion

Employee mental health and optimal working conditions are two interconnected aspects within the context of organizational success and well-being. From the various literature reviewed, it can be concluded that employee mental health not only affects individual performance but also impacts the overall productivity of the company. A good working environment, which encompasses factors such as lighting, noise, temperature, ventilation, mechanical vibrations, and radiation, plays a crucial role in maintaining the physical and mental well-being of employees.

Literature studies also highlight several factors that influence mental health, such as high work pressure, work-life imbalance, physical condition and health, social support, work engagement, and individual factors. This imbalance can lead to work-related stress, which is a physiological and psychological reaction to pressures in the workplace, and can have negative impacts on both individuals and organizations.

Excessive workload is also a serious issue that can lead to work-related stress. This particularly occurs when workers are assigned tasks beyond their capacity, both in terms of the quantity and quality of work. Furthermore, an unsupportive work environment, such as interpersonal conflicts and role conflicts, can also contribute to ongoing work-related stress.

In the context of PT. X, the case study demonstrates that excessive workload, particularly among older employees and coupled with inconsistent production output, negatively impacts employee mental health. Therefore, the company needs to conduct a comprehensive evaluation of working conditions and implement strategies to reduce workloads that are not aligned with employee capabilities, as well as create a work environment that supports mental well-being.

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