
The Impact of Workplace Violence and Work-Related Stress on Employee Performance at PT. Multisarana Gitatama

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Abstract

Workplace violence and job stress are significant factors affecting employee performance. Violence, both verbal and non-verbal, disrupts employees' well-being and productivity, while job stress, stemming from workload, poor conditions, and lack of support, contributes to decreased efficiency and job satisfaction. This study aims to examine the impact of workplace violence and job stress on employee performance at *PT. Multisarana Gitatama*. A quantitative approach was used, with data collected through surveys from employees. The relationships between workplace violence, job stress, and employee performance were analyzed using multiple linear regression. The findings show that both workplace violence and job stress significantly affect employee performance. Verbal abuse negatively impacts focus and motivation, while job stress reduces overall work efficiency. Interestingly, job stress also serves as a motivator for some employees, highlighting its complex nature. Workplace violence and job stress significantly reduce employee performance. Organizations must address these issues by fostering a supportive environment, implementing stress management strategies, and enforcing policies to prevent and manage violence. Further research is needed to explore these relationships in more depth.

INTRODUCTION

The violence that arises in the operational activities of an agency or company is quite diverse; for example, workplace violence and the impact of work stress on employee performance are important topics in the field of organizational psychology and human resources (Wang et al., 2020; Nielsen et al., 2021). One of the issues that still occurs is violence in the workplace. Workplace violence has a very detrimental impact on the well-being and productivity of workers in the workplace (Schat & Kelloway, 2018; Di Martino, 2022). Regarding the violence that occurs, there are various forms, including verbal and nonverbal aggression (Iennaco et al., 2024; Kern et al., 2024; Knyazyan & Marabyan, 2023; Shor & Liu, 2025). Verbal abuse includes the use of abusive words, threats, ridicule, intimidation, or degrading and inappropriate communication behavior in the workplace (Einarsen et al., 2020). Non-verbal violence includes violence committed by touching the victim directly and the victim suffered physical injuries (Rosen & Swan, 2019). Violence can occur between fellow coworkers, superiors, or customers. The impact can be very detrimental to the employees who

are victims (Arshad et al., 2024; Hamka et al., 2023; Haywood et al., 2023). Non-verbal violence will leave a scar on the victim and in this era the violence can be complained to the authorities for the violence he experienced, therefore there has never been non-verbal violence because it can be risky that will damage the image of the perpetrator and damage the company's image (Fitzgerald et al., 2021).

The influence of verbal violence on employee performance can be direct or indirect. Directly, verbal abuse can interfere with focus, motivation, and concentration employees (Nielsen et al., 2021; Liu et al., 2020). Matter this should affect Abilities Employees to complete tasks well and efficiently. In addition, verbal abuse can also interfere with working relationships between employees, which in turn can affect collaboration and cooperation in the workplace (Einarsen et al., 2020). Employees are an important asset for a company where the company's productivity depends on them, therefore employee management is very important, because if employee management is very good and is cared for even better by the company so that employees feel at home working in the company so that employees will be loyal about their performance and so will their performance will improve (Salas et al., 2023; Bakker & Demerouti, 2017). Edison et al. (2016) argue that "the salary earned, the job itself, the prospects for advancement, working conditions, co-workers, and job security in an organization are all elements that affect job satisfaction." Meanwhile, satisfaction... will affect work by reducing the number of absentees, making a positive contribution, and staying in the company (De Clercq et al., 2022).

Indirectly, verbal abuse can cause high psychological stress in employees. Employees who experience verbal abuse tend to experience higher levels of stress, which can have a negative impact on their overall well-being. Prolonged stress can cause health problems, fatigue, Stress at work is "a condition that suppresses a person's ego and spirit beyond their capacity, so that if not treated it will have an impact on their health," according to Fahmi (2013).

In their research (Hartono Jessie Steven and Arif Partono Prasetio, 2020) explained It is important for us to know that the influence of verbal violence and work stress on employee performance is not only limited to the individual who is the victim, but can also affect the overall work climate. Organizations that allow verbal violence to occur or not, manage work stress well can experience decreased productivity, increased employee turnover, and a negative organizational image, organizations need to implement policies that protect employees from verbal violence and manage work stress well. It involves a holistic approach, including training employees in effective communication, creating a supportive work culture, providing adequate resources, and providing a safe grievance mechanism for employees who experience verbal abuse.

In addition to verbal violence, work stress is also an important factor in understanding the influence on employee performance. Mangkunegara (2013) states that: "Perceptions of excessive workload, lack of supervision, relatively short working days, poor workplace, conflicts in the workplace, and differences in management and employee evaluations are the main causes of work-related stress." Work stress It can arise from a variety of factors such as time pressure, excessive task demands, role conflicts, lack of control, or the absence of social support in the workplace. Excessive work-related stress can interfere with a person's ability to complete activities, make judgments, and think effectively. Stress is "a person's adaptive response to stimuli that place excessive psychological or physical demands on him," according to Griffin and Moorhead (2013)". This can have a negative impact on employee performance,

both in terms of productivity and work quality. "... the greatest influence on hostile behavior, employee complaints, and company activities carried out with purpose or planning" (Luthans, 2015). In addition, prolonged work stress can also lead to physical and mental fatigue, increased absenteeism, and decreased employee motivation and engagement.

Violence can happen by anyone, be it women or men According to Glass (1988), the monopoly of social power over men is still growing, the nodes in the examination of his research findings on sexual harassment in the workplace, and the roles of men and women have been defined and socialized differently. So, violence occurs more in female employees and usually gender structures that have been deeply embedded in society are actually unfair that oppress men more than women, because women if verbal abuse occurs more silently than men if the violence occurs.

In her research (Rachel Natalya Massie, William A. Areros and Wehelmina Rumawas, 2018) explained that every employee at the Manado IT Central Management Office must have experienced work pressure that can cause stress. However, this is a good thing because it can motivate them to work harder and achieve better. This is reinforced by the opinion of Suprihanto et al. (2003) who stated that from an organizational point of view, management may not care if its staff is experiencing mild stress. The reason is that stress will encourage people to do their tasks more effectively at a certain point. It is evident from the results of the examination of the results of the research and the talks carried out that the variables of work stress affect the characteristics of employee performance.

Work stress variables affect employee performance characteristics. The t-test, which shows a significance level of less than 0.05 or 0.05, or 0.027, supports this. The hypothesis that "Work Stress Affects Employee Performance at the Manado IT Center Management Office" is supported by this study. According to the study, employee performance is greatly influenced by work stress. However, their research revealed that work stress had a significant impact, whereas researchers found that work stress had minimal impact. Thus, there is a relationship between work stress and employee performance, according to the results of the study using the t-test and respondents' responses at the Manado IT Central Management Office. But in this case, the effect is very minimal and detrimental. Because of this detrimental impact, employee performance will improve further when work stress levels decrease.

In His research (Nadia) Antonita Christy and Sholihati Amalia, 2017) explained that production workers at PT Catur Kartika Jaya experience a high level of work-related stress. With an average score of 4.67, position ambiguity and lack of opportunities career development is the main cause of the high level of work stress experienced by production staff at PT Catur Kartika Jaya. The biggest source of stress for employees in the role ambiguity dimension is the constant accumulation of excessive tasks. Furthermore, the absence of opportunities for personal development is the biggest source of stress in the dimension of career development. On the other hand, employees often work overtime which is the biggest source of stress on the labor relations dimension. Only the category is sufficient to describe the level of worker performance in the production department of *PT Catur Kartika Jaya*. Based on these five dimensions, work quality is the dimension of employee performance with the highest value, and punctuality is the dimension with the lowest value. Then from the dimension of work quantity, it is known that the quantity of employee work is considered not good because it often does not meet daily targets; From the dimension of work quality, it is known that the lowest score obtained by employees because they do not follow the *juklak*; From the timeliness dimension, it is known

that the timeliness of employees is considered poor; from the attendance dimension, it is known that employees get the lowest scores for not coming to work on time; And finally, from the dimension of cooperation ability, it is known that the lowest value obtained by employees is not able to cooperate effectively with their colleagues. With a correlation value of -0.642, based on correlation analysis and determination coefficients, it can be concluded that there is a strong and significant negative relationship between work stress and the performance of employees in the production department of *PT Catur Kartika Jaya*. Furthermore, work stress has an effect of 41.2% on the performance of employees in the production department of *PT Catur Kartika Jaya* Bandung, this shows that employee work stress is the real cause of performance that is only enough to be assessed at *PT Catur Kartika Jaya*. The performance of production employees will decrease if work stress increases, based on the model equation resulting from a simple linear regression analysis. In other words, workers will perform well if they do not experience work stress, and will perform poorly if they experience work stress. Actually, the work stress that occurs is a natural situation because in humans there is a response that is part of life itself that is experienced by humans. Different personalities in humans, there is a possibility of conflicts that cause disputes between employees that result in mutual reproach and reduced cohesion.

Non-verbal violence in general is violence through body language, actions, intonation and the speed of voice, which contains a very strong meaning of humiliation or abomination. Non-verbal violence that the researcher refers to is such as physical touch that occurs when individuals are involved in violence or physical touch on the victim which according to the victim is harassment/violence such as, slapping, hitting or even persecuting, the violence can cause the victim to experience trauma and injuries. This action if there is strong evidence of violence that occurs in the workplace, it can be reported to the authorities (police). Siring violence occurs when emotions that peak and cannot be controlled occur.

RESEARCH METHOD

Research Object

History of the Company's Establishment

The company *PT. Multisarana Gitatama* was founded by Mr. Hernanta Kurniawan in 2001 and started his career as a limited distributor distributing Scaffolding Rentals. In 1994 was the beginning of Mr. Hernanta Kurniawan's career as a general supplier of building construction materials, heavy equipment, machinery and spare parts to rent and sell used and new with the option of buying back. Since its establishment in September 1994, *PT. Multi Sarana Gitatama* has built its reputation and credibility as one of the major suppliers to many global and local construction companies across the region. The company *PT. Multisarana Gitatama's* office is located on Jl. Karang Anyar Jl. Karang Anyar No.55, Block C-9, Sawah Besar District, Central Jakarta 10740. As for the warehouse, it is located on Jl. Husen sastranegaeer – Tangerang. The warehouse is used to store large quantities of scaffolding and to rent out to future projects. With strong determination and persistence in marketing from word of mouth and trusted friends and until now, the existing consumer branches have a wide reach.

With the accumulation of sufficient capital in September 1994, Mr. Hernanta Kurniawan officially established *UD. Multisarana Gitatama* to distribute rental and sell scaffolding products. The Company began commercial operations by selling and renting scaffolding in 2001. The company *PT. Multisarana Gitatama* also has several crane tools that are rented

according to customer needs. And the company can accept orders in accordance with the request to purchase any goods as long as it is still within the scope of development desired by consumers. The first market reached by the company is the Greater Jakarta area. The company *PT. Multisarana Gitatama* is a provider of used and new goods rental (for sale) to build buildings, mosques, MRT, etc., rental must follow the existing rental regulations at *PT. Multi-modal Gitatama* and in accordance with the agreed contract. The Company will continue to grow to become one of the market leaders in quality scaffolding products that provide the best quality products and services to optimize services. The company *PT. Multisarana Gitatama* has several facilities provided to support the productivity of employees such as, Health Insurance (all BPJS health programs are all registered), THR, Consumption Money, Wifi, Internet package allowance. etc.

Research Time and Location

This research was carried out at *PT. Multisarana Gitatama* which is located at Jl. Karang Anyar No.55, Block C-9, Sawah Besar District, Central Jakarta 10740. The implementation of data collection starts from August 28, 2024 to September 13, 2024. Data collection is carried out during working hours and outside working hours.

Research Data

Data Types and Sources

In this study, the type of data used uses quantitative methods. Quantitative data obtained from survey results related to various numbers and calculations using various formulas. Data obtained from the company *PT. Multisarana Gitatama – Central Jakarta*. Employees who were researched at *PT. Multisarana Gitatama – Central Jakarta* is 40 people out of a total of 50 employees who work at *PT. Multi-purpose Arrangements*. The following data methods are used to collect objective data.

The type of data used in this study consists of primary data and secondary data. Primary data is obtained directly from respondents, who act as the original source of information. This study also includes primary data collected through observations and questionnaires given to respondents. Meanwhile, secondary data is obtained indirectly through intermediary media, such as previous research findings, books, articles, and other publications from related affiliated organizations.

Data Collection Techniques

In collecting data, researchers used several methods, including interviews, questionnaires, observations, and literature studies. Interviews are conducted through conversations between interviewers and respondents with a specific purpose, namely to dig up information about workplace violence, work stress, and employee performance. The questionnaire is in the form of a list of questions adjusted to the research variables, which are then distributed to the respondents. Observation is carried out by reviewing and observing ongoing activities, from which researchers can draw conclusions related to data relevant to the research topic. In addition, literature studies are used to collect relevant information from various sources such as books, scientific journals, expert presentations, and other publications related to the subject or issue being studied, especially the variables in this study.

Population and Sample

Roger (2017) states that According to sample statistics, a population is "a group of individuals, events, or interesting things that they want to research their opinions on." A total

of 40 employees of PT. The Gitatama Multi-Facility in Central Jakarta is the research population, and the item serves as a gauge for the research participants. Sugiyono (2018) stated that the sample is: "Part of the number and characteristics possessed by the population". The number of employees of PT. Multisarana Gitatama – Central Jakarta as many as 40 people.

In this study, the sampling technique that will be used is the Slovin method.

The formula:

Description:

n : Sample size used N :

Number of population used e :

Significant level

RESULTS AND DISCUSSION

Multiple Linear Regression Analysis

The following is the analysis of the data based on the multiple linear analysis technique:

Coefficients^a

Model		Unstandardized Coefficients		Standardized	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VF
1	(Constant)	54,471	1,221		44,619	<,001		
	Kekerasan di Tempat Kerja	-,836	,038	-,983	-21,754	<,001	,950	1,053
	Stres Kerja	,220	,031	,320	7,072	<,001	,950	1,053

a. Dependent Variable: Kinerja Karyawan

Figure 1. Multiple Linear Regression Analysis

Based on the calculation of the table shows the value :

$a = 54.471$ $b_1 = (-0.836)$ and $b_2 = 0.220$. so that the regression equation used is: $Y = a - b_1X_1 + b_2X_2$

Description:

Y = Employee Performance

a = Constant of regression equations

b_1 = Coefficient of Workplace Violence

b_2 = Work Stress Coefficient

X_1 = Workplace Violence

X_2 = Work Stress

Thus, $Y = 54.471 - (-0.836) X_1 + 0.220X_2$ This result shows that:

A value of 54.471 is a constant number which means that if the variables of Workplace Violence and Work Stress are considered zero, then the Employee Performance value is 54.471.

The value of the b_1 coefficient -0.836 is the regression coefficient number. This figure means that for every 1% increase in the Workplace Violence rate, employee performance will increase by -0.836. Because the value of the regression coefficient is minus (-), it can be said that Violence in the Workplace has a negative effect on employee performance.

The value of the b_2 coefficient of 0.220 is the number of regression coefficients. This figure means that for every 1% increase in the Work Stress level, employee performance will

increase by 0.220. Because the value of the regression coefficient is plus (+), it can be said that Work Stress affects employee performance.

Coefficient of Determination R²

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,963 ^a	,928	,924	1,959

a. Predictors: (Constant), Stres Kerja, Kekerasan di Tempat Kerja

b. Dependent Variable: Kinerja Karyawan

Figure 2. Coefficient of Determination R²

Based on the results of the analysis in the table above, the R Square value of 0.928, if converted to percentage, is 92.8%. This shows that there are 92.8% understood the impact of violence and stress in the workplace on employee performance, while the remaining 7.2% was influenced by other variables outside of this study.

The Effect of Workplace Violence (X1) on Employee Performance (Y)

Based on the value of sig. is <.001 which means it is much smaller than the standard 0.05. The t-value is calculated as -21,754 which means that the negative value shows an opposite relationship. The Workplace Violence Variable (X1) has a negative and significant influence on employee performance. This means that every time there is an increase in violence in the workplace, employee performance will experience a noticeable decrease.

The value of the b1 coefficient -0.836 is the regression coefficient number. This figure means that every 1% increase in the rate of Workplace Violence will increase employee performance by -0.836, showing that every increase in one unit of violence will decrease performance by 0.836 units. This indicates that a violent work environment drastically hinders employee productivity and focus.

The Effect of Work Stress (X2) on Employee Performance (Y)

Based on the value of sig. is <.001 which means it is smaller than 0.05. The t-value of 7.072 was obtained. The Work Stress variable (X2) has a positive and significant influence on employee performance in this model. Although it sounds unusual, statistically it shows that to a certain extent. The meaning of work stress has a positive and significant effect on employee performance. The coefficient of 0.220 means that work stress in this study plays a role as a driver of performance. This indicates the existence of the phenomenon of eustress, where the existing work pressure is actually considered a challenge that spurs employees to work more optimally.

The value of the b2 coefficient of 0.220 shows a positive influence. Every increase in one unit of work stress will increase employee performance by 0.220, so it can be said that Work Stress affects employee performance.

The Effect of Workplace Violence (X1), Work Stress (X2) on Employee Performance (Y)

The results of the F test are known to have a sig value. is <.001 because this value is much smaller than 0.05, then this regression model is significant and can obtain a calculated F value of 239.133, then simultaneously workplace violence and work stress have a significant effect on employee performance.

CONCLUSION

Violence in the workplace has been proven to have a negative and significant influence on employee performance. This is shown by the value of the regression coefficient of -0.836 and the t-calculated value of -21.754. Thus, the higher the level of violence in the work environment, the performance of employees will experience a very sharp decline. Work stress was shown to have a positive and significant influence on employee performance in this study. This is evidenced by a t-count value of 7.072 and a significance value of <.001. These findings show that the stress experienced by employees has an effect, meaning that the higher the work stress, the employee performance increases. According to the researchers, stress from the data that has been taken as eustress (positive stress) can motivate them to improve their work results. Workplace violence and work stress have a significant effect on performance employees with an F-count score of 239,133. This model has a very strong contribution, which is 92.8% as shown by the R Square value.

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