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The Effect of Workload on Role Stress and Burnout

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The success of a company is largely determined by the services provided. The company always trying to improve the employees performance with a hope that the company's goals. Employees are not merely objects in achieving goals, but also become a planners, implementers and controllers who always play an active role in realizing the company's goals, and have thoughts, feelings and desires that can affect their attitude towards work. The organization wants employees who willing to do tasks that are not listed in their job descriptions without any sense of pressure. This study aims to analyse the effect of workload on role stress with burnout as a mediating variable. This study we use questionnaire instrument 74 respondents (employees). The result shows that the relationship between workload on burnout was not significant. The effect between workload on role stress has a significant. The relationship between role stresses on burnout has a significant. Furthermore, the workload has significance effect burnout when the employee felt role stress.

Keywords: Workload, Role stress, Burnout.

1. INTRODUCTION

The most important resource is human resources. Human resources are resources used to synergize other resources to achieve organizational goals [1]. Without HR, other resources are unemployed and less useful in achieving organizational goals [2]. The role of employees is very essential in achieving company success; the thing to consider is employee performance, namely service. A Good performance certainly will not be created if the employee experiences emotional exhaustion or low self-esteem, or commonly referred to as burnout. The term burnout was first coined by Freudenberg, a clinical psychologist in 1974. [3] The burnout consists of three dimensions: emotional exhaustion, depersonalization, and decreased personal achievement. Burnout causes someone to have no goals and not be able to meet the needs at work. The high stress employees must face is vulnerable to the appearance of burnout symptoms [4]. The managing employee burnout of the date has not been in accordance with fatigue reception as a clinical entity that is felt by someone [5].

Evaluating the effectiveness of employee burnout levels in the long run can reduce the occurrence of negative employee behavior [6]. The review proves the effectiveness of employee burnout rates can reduce the level of workload and the risk of employee fatigue.

Employees often feel depressed about work because they often feel like a failure at work because of their lack of understanding of the work, employees often feel that the service has been provided to customers at the maximum but still often receive complaints and get yelled at by superiors, take for an example, the conditions is when activities in the teller and customer service often receives reprimands from superiors because the service is considered slow when in reality organization has a slow network so that it seems to delay the service, then the other customer queues. This can create special pressure for employees considering that the work cannot be done entirely by employees with the lack of support from the existing service system at organization.

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The employees feel bored and afraid to go back to work so that there is little possibility employees want to do burnout. The high workload experienced by employees results in burnout. Workload is the perception of workers regarding a set of activities that must be completed within a certain time limit both in the form of physical and psychological workload [6, 7]. Excessive workloads can include working hours, the number of tourists to be served (full number of rooms for example), responsibilities that must be shouldered, routine and non-routine work, and other administrative work that exceeds individual capacity and capability. Role stress factor (work stress) is one of the causes of burnout at work or work stress as an individual's response to circumstances and events that threaten and suppress individuals and reduce their abilities to deal with them [7, 8]. The role of work stress is defined as the simultaneous occurrence of two or more forms of pressure on the workplace, where the fulfillment of one role makes fulfillment of other roles more difficult to carry out [9].

Seeing the rapid development of the banking world Bali, Indonesia in particular, PT Bank BRI Denpasar Area seeks to provide services that prioritize privacy, convenience and speed of banking transactions by offering priority services, customer care services also pick-up service for seven working days so that customers feel satisfied and happy of course with the support of employees who are active and synergistic.

2. METHODOLOGY

2.1 Attribution Theory

The underlie concept of burnout behavior refers to behavioral theory, especially attribution theory. The attribution theory is a theory developed by Fritz Heider who argues that a person's behavior is determined by a combination of internal forces, namely factors originating from within a person, such as ability or effort, and external forces (external forces), namely external factors in work or luck factor [10]. Attribution is a theory that discusses the efforts made to understand the causes of our and other people's behavior [11]. The formal definition, attribution means an effort to understand the cause behind a person's negative behavior and in some cases also the cause behind our own behavior [12].

2.2 Burnout

The burnout is an emotional, physical, and mental fatigue syndrome, associated with low feelings of self-esteem caused by intense and prolonged suffering [13]. Burnout is a prolonged response related to the factors that cause stress that constantly occurs at work where the

result is a combination of workers and work. Work saturation is a psychological syndrome that consists of three dimensions [13] which include: 1) Emotional Exhausting, Emotional fatigue is at the core of burnout syndrome which is characterized by the depletion of emotional resources within oneself such as love, empathy and attention, which in turn gives rise to feelings of inadequacy. 2). Depersonalization is an attitude of undervaluation or lack of positive outlook towards others. The Low self-esteem (Low personal accomplishment) Low self-esteem is characterized by a tendency to give negative evaluations of yourself, especially related to work.

2.3 Role Stress

Work stress as an adaptive response that is connected by characteristics or through individual psychological processes, which is a consequence of any external action, situation, or event that places special psychological and physical demands on a person [13]. Furthermore, work stress cannot be avoided, but work stress can be reduced and managed so as not to cause a negative impact on a person [14]. Work stress if managed properly can be a driver and increase work intensity, whereas if not managed properly work stress will cause problems that have a negative impact on individuals and companies. The indicators used to measure work stress [14] as follows, tasks with unclear job targets, work results is reporting unclear employee work results should be addressed to who colleagues employees do not support each other in carrying out work [15]. The regulation has applied by companies make it difficult for employees to work.

2.4 Workload

Workload is a term that began to be known around 1970. Many experts have put forward the definition of workload so that there are several different definitions of workload. The multi-dimensional concept, is consist conclusion about the right definition [16]. The difference between the ability of employees with the demands of the task received [17]. The workload can be in the form of physical workload and mental workload. Workload Indicator [17] is divides physical and mental workloads into six dimensions, physical workload measures including physical demand, and effort. Mental workload measures include mental demand, temporal demand, performance and frustration levels, namely: Physical demand, i.e. the amount of physical activity needed to do a task (example: pushing, pulling, turning, controlling, running and others). Effort, which is an effort that is spent physically and mentally needed to reach the level of employee performance. Mental demand, which is the amount of mental and perceptual activity needed to see, remember, and search.

The work is easy or difficult, simple or complex, and loose or tight. Temporal demand, which is the amount of pressure related to the time felt during work in progress. Work slowly or relaxed or fast, and tiring. Frustration level, which is how insecure, hopeless, offended, disturbed, compared to feeling safe, satisfied, comfortable, and perceived satisfaction with performance how to be a success. Based on the description above, the conceptual framework of this research can be described, as in Figure 1.

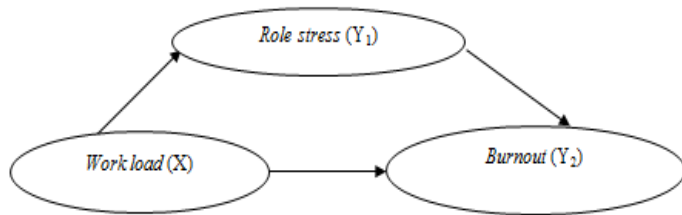


Figure 1. Research Conceptual

2.5 Research Hypothesis

Workload as a process to determine the hour number of worked by people used or needed to complete a job within a certain time. The workload has an influence on the occurrence of burnout on employees [19]. The same thing of [7] high and low workload has an influence on burnout on employees. Influence of workload with burnout on employees, Workload with burnout has a positive interrelated influence and workload has an influence on employee burnout [4,14, 20, 21, 22]. The stressed as role of stress as a mediating variable influencing the positive relationship between workload and burnout [19]. Workload has an influence on employee burnout with supporter of role stress is able to mediate the positive effect of workload on burnout [9, 14]. The same thing that the higher workload experienced by employees will have an impact on the burnout of an employee's role stress that gives a bad impact on employees [12]. The influence of workload variables with role stress has a positive interrelated influence [18]. The workload variable influences the stress on employees with burnout physical, emotional, and mental condition that is greatly dropped by work situations that determine employees in the company [5]. [12] The higher role stress in an employee will have a negative impact on employee understanding, thereby increasing burnout with problem of role stress of burnout in employees, because it does not match employee expectations with the provisions set by the company. Based on this understanding, hypothesis can be formulated as follows:

- H1: workload has a significant positive effect on burnout.*
H2: workload has a significant positive effect on role stress.
H3: role stress has a significant positive effect on burnout

2.6 Research Hypothesis

In this research, we were conducted at office of PT. Bank BRI Regional Office Denpasar. s an object in research of organizational behavior with role stress mediating from the effect of workload on burnout. The endogenous variable in this study is burnout while mediates in this study is role stress. The exogenous variable in this study is the workload. The population in this study was all permanent employees and contracts totaling 284 people. The samples number using Slovin formula and sampling technique over proportionate random sampling. The determining technique of sample is obtained by total sample of 74. The data was collected using a questionnaire given to respondents as a sample. Here, the questionnaires of data collection as a measurement instruments have been tested for validity and reliability. The results of the validity test shows the value of the correlation coefficient (Pearson correlation) between the scores of each indicator with the total score of each variable greater than 0.30 ($r > 0.30$). Reliability test shows that the value of Cornbrash's alpha is greater than 0, 60 ($\alpha > 0.60$). From these results it can be said that the research instrument is valid and reliable. The data analysis technique used Partial Least Square (PLS).

3. RESULTS AND DISCUSSION

3.1 Goodness of fit outer models (GoF)

Gof outer models measured using composite reliability, convergent validity, and discriminant validity. The result of analysis show that composite reliability results are said to be good, if the value is above 0.70 with composite reliability testing aims to test the validity of the instrument in a research model specifically for reflexive indicators.

Table I. Validity and Reliability Test

Variables	Composite Reliability	Average variance extracted (AVE)
Role Stress (Y)	0.912	0.639
Workload (X)	0.822	0.723
Burnout (Y2)	0.908	0.622

Source: data processed, 2019

The convergent validity calculation aims to find out the instrument items that can be used as indicators of all latent variables. Convergent validity test results are measured based on the value of the factor loading (outer loading) of the construct indicator. The test results show that all convergent values of construct indicator validity have values above 0.5. Thus, the conclusion in this measurement with validity requirements showed in Table 1 while AVE roots in the study variables have values greater than AVE values.

The conclusion in this measurement meets the discriminant validity requirements.

3.2 Goodness of Fit inner Model

Q2 calculation results indicate a predictive-relevance value of 0.5102 which means that 51.02% of variation in exogenous and endogenous variables can be explained well by the variables used in the research model while the remaining 48.97% is explained by other variables in outside the research model (see Table IIa and IIb).

Table IIa. Sampling Data

Variables	Original Sample	MEAN subsample
Workload (X1)		
→Role Stress (Y1)	0.185	0.148
Role Stress (Y1)		
→Burnout (Y2)	0.705	0.704
Workload (X1)		
→Burnout (Y2)	0.014	0.138

Table IIb. Hypothesis Test Results

Variables	T-Statistic	Remark
Workload (X1)		
→Role Stress (Y1)	2.831	Supported
Role Stress (Y1)		
→Burnout (Y2)	11.228	Supported
Workload (X1)		
→Burnout (Y2)	0.087	Not supported

Source: data processed, 2019

The result shows that the Hypothesis 1 which says that there is a positive and significant relationship between workload (X) and burnout (Y2) not be accepted. Then hypothesis 2 which states about the existence of a positive and significant relationship between workload (X) to role stress (Y2) can be accepted. Furthermore hypothesis 3 which says that there is a positive and significant relationship between role stresses (Y1) to burnout (Y2) can be accepted.

3.3 Discussion of Research Findings

The results of the hypothesis in this study indicate that there is a positive and insignificant relationship between workload on burnout. This indicates that the level of workload felt by employees cannot be proven in real terms as a result of increased burnout felt by employees. When running a job, work stress cannot be avoided, but work stress can be reduced and managed so as not to have a negative impact on someone. Job stress due to perceived workload if managed properly can be a driver and increase work intensity, whereas if not managed properly work stress will cause problems that negatively impact

individuals and companies. Thus, the result from analysis cannot support study by workload felt from employees to increase burnout. The results of the hypothesis in this study indicate that there is a positive and significant relationship between workload and role stress. This indicates that the effect of the higher workload perceived by employees has an impact on decreasing the level of work productivity so that it impacts on the increasing role stress felt by employees. Workload is defined as an excessive workload received by the employee. Excessive workload has an impact on the emergence of fatigue in work experienced by employees, causing a lack of productivity and work performance of these employees, which in turn has an impact on increasing work stress felt by employees.

The results of the hypothesis in this study indicate that there is a positive and significant relationship between the role stress variable on the burnout. This indicates that the higher work stress felt by employees, the more burnout felt by employees. The work stress is a condition where there are one or several factors in the workplace that interact with workers so that it interferes with physiological and behavioral conditions. Job stress will arise if there is a gap between an individual's abilities and the demands of his work. Thus, the employee is unable to manage their level of stress it will have an impact on increasing the level of burnout felt by the employee. Work stress can often lead to boredom in the workplace so that there is a strong potential to cause fatigue at work. A feeling depressed due to workload felt by employees also has a strong potential to cause work stress. Furthermore, the roles of burnout mediation in relationship of workload have role stress. The analysis shows that the effect of workload on burnout is significant, while the effect of burnout on role stress is significant while workload does not significantly influence role stress. This condition can be concluded that the role of burnout mediation on the effect of workload on role stress is full mediation. This result gives the meaning that the company must put the burden of employees on the work done carefully so that employees do not feel burnout. Thus, the employees feel can be increased in burnout from feeling excessive workload. Thus, these conditions will potentially lead to even increase the role stress felt by employees.

4. CONCLUSION

Employee status is currently considered very important by employees, where based on staffing status employees feel valued and have a pretty good future in the company. Based on the formulation of the problem, the purpose of research, the formulation of research hypotheses, and discussion the following research conclusions can be drawn. Workload felt by employees has a significant effect on burnout.

This means that when the workload felt by employees is excessive and then employees tend to feel burnout. Workload is not proven to have a significant effect on burnout. This means that the workload that is felt to be excessive does not significantly lead to employee burnout. Role stress has a significant effect on burnout. This implies that the role stress felt by employees has a strong influence on increasing employee burnout.

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