

The Effect of Workload and Job Insecurity on Work Burnout of PT Pertamina MOR II Palembang Employees

M Gilang Pamungkas¹, Arif Murti Rozamuri²

{Gilang.pamungkas14@gmail.com¹, UPArif44@gmail.com²}

Universitas Pertamina, Jalan Teuku Nyak Arief, Simprug, Kebayoran Lama, Jakarta, Indonesia¹²

Abstract. The recent COVID-19 pandemic has had a huge impact on employees. The large workload of the WFH scheme and the layoff policy as well as salary cuts have resulted in employees working under pressure to burnout. This study aimed to examine the effect of workload and job insecurity of 163 employees of PT Pertamina MOR II on burnout during the pandemic. The data collection process used a questionnaire and the data was analyzed using the SPSS program. The findings indicated that workload and job insecurity were proven to have a significant effect on burnout. It can be concluded that an increase in the workload of employees caused in burnout for employees and an increase in employees' worry as well as fear of losing their jobs or important aspects of work. Thus, the potential for employee burnout was getting higher.

Keyword: Workload, Job Insecurity, Burnout, Pandemic, employees

1 Introduction

Human resources in an organization can be the initiator or mover of actions aimed at accomplishing the company's vision and goals [1]. Human resources in an organization must be managed effectively since they can aid businesses in developing strategies by enhancing company culture and performance and fostering innovation to reach company goals. Due to the critical nature of human resources in a business, the organization must be able to foster an environment that supports all human resources activities to avoid Burnout. This type of pressure typically occurs when the work's objective is not achieved [2]. Numerous prior studies concluded that employee burnout was driven by three distinct factors: (a) environmental/organizational factors; (b) individual factors; and (c) demographic factors [3].

Environmental/organizational factors are associated with excessive workload, role conflict, job ambiguity, and the organization's environment. According to some, an excessive workload is the primary cause of burnout [3]. Along with excessive workload, environmental/organizational factors specifically change in the business's environment, also play a significant role. The rapid environmental change affects staff burnout as well. At PT Pertamina MOR II Palembang, the burden carried by employees rose during the pandemic period due to the implementation of the Work from Home (WFH) system, which allows for delegation of tasks carried by

employees who WFH to employees who continue to WFO (Work from Office).

The emergency scenario caused by the Covid-19 pandemic has resulted in numerous government policies that burden businesses, affecting their employees as well. According to the World Economic Forum's survey on 2020, up to 91.7% of businesses implement WFH policies, 75% accelerate the digitization of their work processes, 58.3% use automation to support their job, and 42% choose to cut their workforce and conduct training on upskilling and reskilling [4]. Because the company's strategy has a significant impact on employees, some critical aspects of employee culture must also change. For example, work meetings that were formerly performed offline must now be conducted using specific software, requiring some employees to adapt. Job insecurity has two broad definitions, namely an employee's anxiety and powerlessness in retaining job stability and retaining critical components of work that are essential to him/her in the organization [5].

About job insecurity, there was a conflict recently, on December 22, 2021, between the Pertamina labor union and the company management. According to information collected through interviews, there are two primary reasons for the Pertamina labor union to go on strike: (1) the problem of numerous points in the Collective Labor Agreement (*Perjanjian Kerja Bersama*/PKB) that management thought was not met and (2) the discourse surrounding employee salary reductions, which, employees argue, is irrelevant because Pertamina's financial status is still relatively positive. Giving employees such an ambiguous policy might result in burnout since they are forced to work under pressure, namely with the threat of losing their salary, which is one of the most valuable things employees own.

Numerous prior research has established that workload does have a substantial effect on employee burnout [6]–[9]. Similarly, job insecurity has a positive and significant effect on employee burnout in a business [10], [11]. This study aimed to examine the effect of workload and job insecurity of 163 employees of PT Pertamina MOR II on burnout during the pandemic. As a result of the foregoing facts and various prior studies, the researcher performed research on burnout at PT Pertamina MOR (Marketing Operation Region) II Palembang.

2 Literatur review workload

The workload is the amount of work that an employee must complete that is proportional to his or her position in the organization and also proportional to the volume of work and the time required to complete the work [12]. Additionally, workloads can be categorized into two types: qualitative and quantitative workloads. Qualitative workload occurs when employees are unable to complete a task because they are forced to use advanced skills or the allocated task does not match the employee's abilities and potential. Quantitative workload, on the other hand, occurs when an individual feels that the tasks assigned to him or her are excessively numerous and the time allocation to finish the work is insufficient [13]. The workload can be classified into six categories throughout its development, namely:

- a. Physical workload, namely the amount of physical activity required to perform and finish tasks within the company.
- b. The level of job difficulty, namely how challenging the labor is job physically and cognitively to achieve the organization's appropriate work requirements.
- c. Mental workload, namely the amount of mental effort required to execute tasks within an organization. For instance, how much memory is required and the risks associated with the job.
- d. Time workload, which refers to the amount of time required for employees to do their work. That is if the nature of the work is not overly constrained by time limitations or vice versa.
- e. The level of frustration refers to the amount of hopelessness, irritation, and discomfort experienced as a result of the work being performed.
- f. Job targets, namely how high job objectives are, whether company performance requirements have been met, and how satisfied people are with their performance.

2.1 Job insecurity

Covid-19 is one of the primary factors influencing how workers work in today's environment. A small example of the changes brought about by this pandemic is the replacement of face-to-face meetings in the same room with the use of meeting software such as Zoom, Skype, Microsoft Teams, and others. Employees may be concerned about this significant change because they are unable to keep up with the changes in their jobs and are afraid of losing their jobs [14]. Job insecurity is frequently used to refer to the fear, anxiety, and powerlessness associated with losing one's job [15]. Job insecurity is a sense of helplessness experienced by employees when their jobs and work environments are threatened [16], [17]. Such threats might arise as a result of restructuring, mergers, the adoption of new technology, and other fundamental developments. Job insecurity, on the other hand, encompasses not only efforts to maintain a job, but also important aspects of work for employees [17]. Thus, based on a variety of expert opinions, the concept of job insecurity can be divided into two dimensions [15], such as:

- a. Quantitative Dimension, namely, fear of losing his current employment (fired or laid off).
- b. Qualitative Dimension, namely, their concern about the deteriorating working conditions they are currently experiencing, such as the adoption of new technology, a lack of career opportunities, and a salary decline.

2.2 Burnout

Burnout is a psychological syndrome produced by continuous working stress that results in persistent tension caused by a mismatch or incompatibility between people and their work [3] Burnout is also defined as a state of dislocation between an individual and the task at hand. The resulting dislocation demonstrates the degrading of a person's value, willingness, and eagerness to perform the task at hand [16] When an employee's energy, vitality, and commitment to the work they do in an organization gradually decrease, this is referred to as burnout. Burnout is classified into three distinct dimensions [16] namely:

- a. Chronic Exhaustion. Chronic exhaustion is characterized by a loss of physical, cognitive, and emotional energy. Although attempts have been made to differentiate these three types of fatigue, these three types of fatigue are frequently experienced simultaneously by a person. As a result, these three distinct forms of fatigue are frequently referred to as a single factor.
- b. Psychological Distancing, sometimes known as cynicism or depersonalization. Depersonalization is a term that refers to an impersonal attitude toward service delivery, whereas cynicism is a term that relates to the flat emotional state that employees have when they feel their work.
- c. Lack of Confidence. Lack of confidence indicates that an employee is unsure of his or her contribution to work. Reduced self-confidence can also result in decreased self-competence, motivation, and productivity at work as a result of guilt for not meeting work goals and emotions of low self-esteem, resulting in decreased self-appreciation.

3 Hypothesis

A hypothesis is an assumption about the conclusion of an investigation [18] Thus, based on the conceptual framework, two independent variables, namely workload, and job insecurity, and one dependent variable, namely burnout, The hypotheses are based on the following conceptual framework:

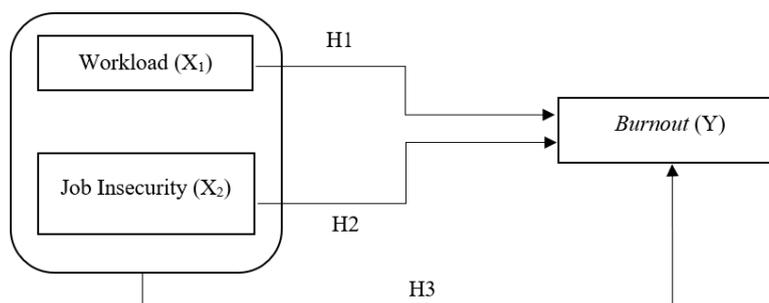


Fig. 1. Conceptual Framework

4 Method

This research employs a descriptive quantitative approach in the form of causal associative research. The purpose of causal associative research is to determine the causal relationship between the independent and dependent variables to conclude. The population for this study consisted of 283 employees of PT Pertamina MOR II. The total population includes permanent employees who work in PT Pertamina MOR II's offices and fields.

When selecting a sample for a study, an adequate sample collection procedure is required to get a sufficient number of samples that accurately reflect the state of the population. The researchers used probability sampling with the type of simple random sampling and a sample size refer to the Krejcie and Morgan formula with a population confidence level of 95% and an error rate of 5%. According to Krejcie and Morgan's calculations, this group has a sample size of 163, consists of permanent employees who work in the office and field. The characteristics of respondents are determined about the phenomena and problems associated with the variables examined. Path analysis was employed as the analytical tool and SPSS Version 26 was used to process the data.

5 Results

The validity test is applied to determine the validity of the indicators for each variable used to measure a concept in a study. When a variable has a positive association and a high value in comparison to the total score, it is considered valid [18]. A question is valid if the correlation coefficient between two items is positive and less than 0.05, whereas it is invalid if the correlation coefficient between two items is negative and larger than 0.05. Additionally to these methods, this test can be performed by comparing r_{table} to r_{count} , which must fulfill two conditions:

- a. If $r_{count} > r_{table}$, then the data from the research variable indicators can be considered valid.
- b. If $r_{count} < r_{table}$, then the data from the research variable indicators cannot be considered valid.

Table 1: Workload Validity Test

No Questionnaire	r count	r table	Remarks
1.	0.685	0.153	Valid
2.	0.680	0.153	Valid
3.	0.737	0.153	Valid
4.	0.693	0.153	Valid
5.	0.610	0.153	Valid
6.	0.555	0.153	Valid
7.	0.670	0.153	Valid
8.	0.534	0.153	Valid
9.	0.695	0.153	Valid
10.	0.705	0.153	Valid
11.	0.254	0.153	Valid
12.	0.234	0.153	Valid

Table 2: Job Insecurity Validity Test

No Questionnaire	r count	r table	Remarks
1.	0.724	0.153	Valid
2.	0.705	0.153	Valid
3.	0.721	0.153	Valid
4.	0.782	0.153	Valid
5.	0.731	0.153	Valid
6.	0.557	0.153	Valid

Table 3: Burnout Validity Test

No Questionnaire	r count	r table	Remarks
1.	0.699	0.153	Valid
2.	0.805	0.153	Valid
3.	0.760	0.153	Valid
4.	0.804	0.153	Valid
5.	0.747	0.153	Valid
6.	0.650	0.153	Valid
7.	0.431	0.153	Valid
8.	0.823	0.153	Valid
9.	0.820	0.153	Valid
10.	0.699	0.153	Valid

A reliability test is used to determine the level of instrument's/question's consistency in a study. To determine the level of reliability, the reliability coefficient or Cronbach Alpha value can be compared; if the reliability coefficient or Cronbach Alpha value is larger than 0.6, the variable is pronounced reliable, and the research can proceed to the next step.

Table 4: Reliability Test

No	Variable	Cronbach Alpha	r_{critic} al	Remarks
1.	Workload (X1)	0.749	0.6	Consistent
2.	Job Insecurity (X2)	0.777	0.6	Consistent
3.	Burnout (Y)	0.771	0.6	Consistent

A regression model that has been developed in a study must be checked for the level of normality of each variable. The normality test is one of the tests used to ascertain the distribution of data derived from the independent and dependent variables to be generated and to evaluate if the distribution is normal or not.

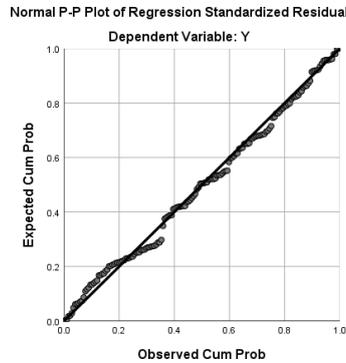


Fig. 2. Normality Test

Simultaneous/F tests are used to determine the effect of one variable on another. Before doing simultaneous testing, the null hypothesis and alternative hypothesis should be given as follows:

- a. The null hypothesis (H_0) and the alternative hypothesis (H_1) of the workload and job insecurity variables.

H_0 : There is no positive and significant effect of workload and job insecurity variables on work burnout of PT Pertamina MOR II employees. **H_1 :** There is a positive and significant effect of workload and job insecurity variables on work burnout of PT Pertamina MOR II employees.

There are two ways of determining the result of the F test:

1. If $F_{count} > F_{table}$, the independent variable has a simultaneous positive effect on the dependent variable, which means rejecting H_0 and accepting H_1 .
2. If the F significance value ≤ 0.05 , the independent variables together have a positive effect on the dependent variable, which means rejecting H_0 and accepting H_1 .

Table 5: Simultaneous Test

Model	Sum of Squares	df	Mean Square	F	Sig.
1.	Regression	2693.467	2	1346.733	47.902
2.	Residual	4498.312	160	28.114	
3.	Total	7191.779	162		

According to the table of simultaneous test results, the F count and significance levels are 47.902 and 0.000, respectively. The researchers determined that the F count ($47.902 > 3.90$), while the significance value was < 0.005 . Therefore, the researcher concludes that workload and job insecurity simultaneously have a positive effect on work burnout, implying that the alternate hypothesis about the workload and job insecurity variables is accepted (H_1 is accepted). The t-test indicates the extent to which each independent variable affects the dependent variable.

Table 6: Partially Test

Variable	T count	T table	Significance	Variable	T count
Workload	4.227	1.974	0.000040	Workload	4.227
Job Insecurity	5.949	1.974	0.000016	Job Insecurity	5.949

The researcher determined the t table value to be 1,974 in this study. The two judgments then can be drawn after determining the value of the t table, namely:

- a) From the table above, it is obvious that the workload variable has a significance value of $0.00004 < 0.05$. Additionally, the workload variable's t count is 4,227, which is greater than the t table (1,974), indicating that the workload variable (X1) has a positive effect on employee work burnout. This also implies acceptance of the alternative hypothesis about the workload variable (H1 is accepted).
- b) As a consequence of the table above, it is apparent that the jobinsecurity variable has a significance value of 0.000016, which is less than 0.05. Additionally, the researcher can conclude that the JobInsecurity variable (X2) has a positive effect on employee work burnout because the t count on the workload variable is 5,949, which is greater than the t table value (1,974). This also implies that the alternative hypothesis of job insecurity is accepted (H1 is accepted).

It can be seen that the workload and job insecurity variables have a positive and significant effect on the work burnout of PT Pertamina MOR II employees. As can be observed, the workload variable has a positive and significant effect on the job burnout of PT Pertamina MOR II employees. As a result, the more work that employees have, the greater the likelihood that they may experience burnout. Additionally, the job insecurity variable has a positive and significant effect on the work burnout of PT Pertamina MOR II employees. Thus, the greater the employee's anxiety and fear of losing their job or critical aspects of their work, the greater the employee's risk for burnout.

Based on the results of the questionnaire, it can be concluded that more than 50% of PT Pertamina employees believe their jobs require a great deal of thinking and require a strong memory, implying that their mental workload must also be considered and treated well to minimize the risk of burnout. Additionally, the results of the questionnaire indicate that the employees of PT Pertamina MOR II are not overly fearful or concerned about losing their jobs now or in the future. This is because the company's image is not built on arbitrary layoffs or firings without reason. Employees, on the other hand, are more fearful when critical aspects of their job are lost or not delivered.

6 Conclusion

In general, the study's findings demonstrate the effect of the two variables described on burnout. This study concludes succinctly by stating that workloads must be managed effectively and job insecurity must be minimized by offering opportunities for employees to grow and by ensuring that all necessary employee benefits are provided. Furthermore, The researcher proposes that PT Pertamina MOR II's management consider solutions to the mental workload carried by employees in their jobs. This can be accomplished by offering training materials about *icebreaking* while working, hence minimizing mental weariness. The management of PT

Pertamina MOR II must truly interact with employees in advance, which may be accomplished through the labor union, to ensure that no policies or discourses endanger vital parts of employee life. The management of PT Pertamina MOR II should also provide some training on stress management, particularly at this time, given the rising number of changes in the way people work, necessitating a distinctive approach to stress management within the organization. For the subsequent researcher who has similar variables and types of study, this research can serve as a reference and source of information and can create or add variables to ensure that the research objectives are met appropriately.

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