

The Influence of Workload and Job Stress Against Burnout and Its Impact on Employee Performance of PT Bank BPD Bali Main Branch Denpasar

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Abstract: *The factor that can influence the level of success of the bank itself is employee performance. Good performance is the optimal performance that follows procedures or procedures in accordance with established standards. This study aims to determine and explain the effect of workload and work stress on burnout and its impact on employee performance with research subjects of all employees at the Bali BPD Main Branch Denpasar office. The research design used to address this problem is quantitative with a population and sample of 67 people. The data used in this study are primary and secondary data both quantitative and qualitative data. Data analysis using the Partial Least Square (PLS) method with the results of the study showed that workload was not significantly positive effect on work stress, workload was not significantly negative effect on burnout, job stress was not significantly positive effect on burnout, workload had a positive and significant effect on employee performance, job stress has no significant negative effect on employee performance, burnout has no significant negative effect on employee performance at PT Bank BPD Bali Main Branch Denpasar. It is recommended to further researchers to examine other branch offices as a comparison and examine other variables that affect Employee Performance such as work motivation, leadership style, organizational culture, compensation or job satisfaction.*

Keywords: *workload; job stress; burnout; employee performance*

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I. Introduction

The development of digitalization requires all banking activities to further develop technology-based services. In addition to being supported by sophisticated technology, the role of human resources must also be increased. The success of a company in achieving its objectives is largely determined by the human resource factors involved in its operational activities. Human resources in the banking world are the most important assets because of their role as implementing subjects and banking operational activities. Resources such as capital, methods and machines cannot provide optimal results if they are not supported by human resources that have optimal performance. One factor that can influence the level of success of the bank itself is employee performance.

This research was conducted at PT Bank BPD Bali Main Branch Denpasar, specifically related to employee performance. The reason for this research was conducted at PT Bank BPD Bali because PT Bank BPD Bali has a vision to be a strong, highly competitive and leading bank in serving Micro Small Medium Enterprises (MSME) and contributing to the economic growth of the Bali region. Referring to this vision, it is expected that PT Bank BPD Bali employees can work optimally. PT Bank BPD Bali must always improve to be able to provide excellent service to customers. Through initial observations that have been made, it turns out that employee performance at Bank BPD Bali has not been maximized. This is reinforced by the data on customer complaints recap regarding the performance of BPD Bali Main Branch Denpasar employees. In this study will discuss the variables that affect employee performance such as workload, work stress, and burnout.

Employee performance is the result of work achieved by someone in order to achieve a goal. Performance is the result of employee work seen from the aspects of quality, quantity, work time, and cooperation to achieve the goals set by the organization (Sutrisno, 2010). Performance is the result of quality and quantity of work achieved by an employee in carrying out tasks in accordance with the responsibilities given to him (Mangkunegara, 2005). Employee performance can be achieved if the company does not provide excessive workload on employees that can make employees feel stressed and exhausted (Yusra, 2018).

Workload is a group or a number of activities that must be completed by an organizational unit or position holder within a certain period (Dhanial, 2016). Understanding other workloads, according to (Munandar, 2016) workload is a condition of work with a description of the work that must be completed at a certain time limit. Research (Yusra, 2018). This shows the existence of inconsistent results (research gap) between the effect of workload on performance. Workload not only affects performance degradation, but can also cause job stress on employees.

Job stress is a condition of tension that affects emotions, thought processes and a person's condition. Too much stress can threaten a person's ability to deal with the environment. Research by (Atmaja & Suana, 2019) found that workload had a

positive influence on work stress. This implies that high workloads felt by employees directly can cause stress. (Handoko, 2008) suggests stress as a condition of tension that can affect emotions, thought processes and one's condition. Stress can affect employee performance.

The high workload experienced by these employees also has an impact on burnout. (Baron & Greenberg, 2013) say that burnout is a syndrome of emotional, physical, and mental fatigue, associated with low feelings of self-esteem, due to continuous and prolonged stress suffering. Work saturation is a prolonged response related to stressors that continually occur at work where the result is a combination of workers and work. (Purbaningrat & Surya's, 2015) states that workload has an influence on the occurrence of work burnout for employees. However, different results were obtained in the study of (Sangidah, 2018) which stated that workload had no effect on burnout.

Based on observations with 10 employees of BPD Bali Main Branch Denpasar, it was found that there was an indication of the workload felt by employees at Bank BPD which was quite high due to management pressure in achieving ever-increasing targets and often stressed employees. demands of work and the demands of social roles in society are responsibilities that must be carried out. Therefore, each person's stress level tends to be different with regard to the perceived burden of conflict and the role they experience. From direct interviews with several employees stated that work at the bank at the end of the month often overtime until late at night which makes employees feel fatigue (burnout), so that workload, job stress and burnout affect employee performance at PT Bank BPD Bali Denpasar Main Branch.

Based on the indication of problems related to the decline in employee performance of Bank BPD Bali Denpasar Main Branch due to high workload, job stress and burnout, as well as inconsistent research results (research gap), the researchers are interested in conducting research with the title The Influence of Workload and Job Stress Against Burnout and Its Impact on Employee Performance of PT Bank BPD Bali Main Branch Denpasar.

Based on the background of the problems outlined above, the problem formulation of this research is as follows.

- 1) What is the effect of workload on work stress on the employees of PT Bank BPD Bali Denpasar Main Branch?
- 2) What is the effect of workload on burnout on PT Bank BPD Bali Denpasar Main Branch employees?
- 3) What is the effect of job stress on burnout on PT Bank BPD Bali Main Branch Denpasar employees?
- 4) What is the effect of workload on the performance of the employees of PT Bank BPD Bali Main Branch Denpasar?

5) What is the effect of job stress on the performance of the employees of PT Bank BPD Bali Denpasar Main Branch?

6) How does the effect of burnout on the performance of employees of PT Bank BPD Bali Main Branch Denpasar?

II. Concept and Hypotheses

This research framework refers to the grand theory of Social Exchange Theory (Social Exchange Theory) which explains the various transactions that occur throughout one's social life that are characterized by strong emotional relationships. The theory of social structure is based on that the kind of social behavior that occurs arises from a hope that one's actions in relation to others will result in similar reciprocity (Rebel in Dockel, 2006). Then (Meyer & Herscovith, 2001) state that if the factors of emotional involvement, attachment, beliefs and willingness are seen as important in developing commitment and performance, it is necessary to distinguish these so that there is relevance of actions and efforts towards the goals formulated. If the employee is able to manage his mindset or mindset well then the workload, burnout and job stress received will not add pressure to the employee, so that performance can be well controlled.

Referring to theoretical studies and empirical studies of employee performance can be influenced by various factors including workload, job stress, and burnout. The conceptual framework shows the influence between variables in research. Workload has a positive effect on work stress and burnout, the higher the workload received by the employee, the employee will feel more stressed and tired from work. Furthermore, if the workload, job stress and work fatigue level of employees are getting higher, then this can reduce the performance produced by employees. There is a negative relationship between workload, job stress and the level of work fatigue on employee performance. Systematically, the conceptual framework used in this study can be seen in Figure 1.

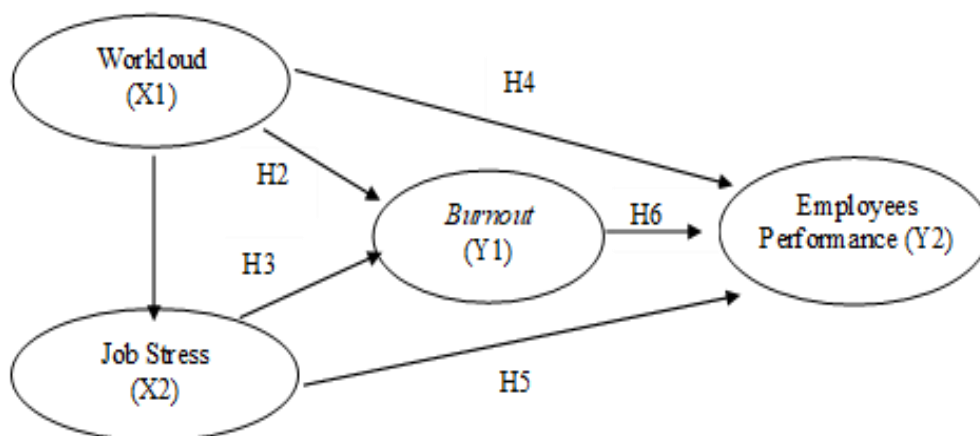


Figure 1. Research Conceptual Framework

Based on the various theories that exist and the findings of several previous studies described in the framework of thought, then several hypotheses can be proposed, namely:

- 1) Hypothesis 1 (H1) is: workload has a significant positive effect on job stress
- 2) Hypothesis 2 (H2) is: workload has a significant positive effect on burnout
- 3) Hypothesis 3 (H3) is: job stress has a significant positive effect on burnout
- 4) Hypothesis 4 (H4) is: workload has a significant negative effect on employee performance
- 5) Hypothesis 5 (H5) is: job stress has a negative influence on employee performance
- 6) Hypothesis 6 (H6) is: burnout has a significant negative effect on employee performance

III. Method

Based on the problems studied, this study is classified as associative research, which is a study that aims to determine the causal effect of the variables studied. This is evidenced by the research design that seeks to examine and explain the relationship between workload variables on PT Bank BPD Bali Main Branch Denpasar employee burnout mediated by Job stress variables and employee performance.

Workload is the worker's perception of a set of activities that must be completed within a certain time limit both in the form of physical and psychological workload. The indicators used to measure workload in this study refer to (Atmaja & Suana, 2019), namely: 1) Physical Demand, 2) Effort, 3) Mental Demand, 4) Temporal Demand, 5) Performance, 6) Frustration Level.

Job stress is a form of response both physically and mentally to a change in the environment that is felt disturbing and causes him to be threatened. The indicators used to measure work stress in this study refer to (Sangidah, 2018), namely: 1) Role Ambiguity, 2) Role Conflict, 3) Role Overload.

Burnout is a fatigue syndrome both physically and mentally that includes developing negative self-concepts, lack of concentration and negative work behavior. The indicators used to measure burnout in this study refer to (Sangidah, 2018), namely: 1) Emotional Exhaustion, 2) Depersonalization, 3) Reduced Personal Accomplishment

Employee performance is a work activity produced by the employees of PT Bank BPD Bali Denpasar Main Branch which is displayed from a number of efforts made on its work in accordance with its role in the company. The indicators used to

measure burnout in this study refer to Kasmir (2016), namely: 1) Quality, 2) Quantity, 3) Time, 4) Cost Emphasis, 5) Supervision, 6) Relationships among employees.

The reason this research was conducted at PT Bank BPD Bali Denpasar Main Branch is due to problems that occur related to employee performance, but researchers only examined the variable workload, work stress and burnout as factors that influence employee performance and the selection of this location based on the presence of sources and data sufficient and able to be processed by researchers. The variables used in this study are exogenous and endogenous variables. Exogenous variables in this study are variables that influence or cause the emergence or change of the dependent variable, which consists of: workload variables. While the endogenous variables in this study are the variables that are affected or are the result due to the presence of independent variables, consisting of variables of work stress, burnout and employee performance.

The data collection method for this research is to use a survey method that is by questionnaire. Questionnaires were distributed throughout Denpasar City and the filling was accompanied by researchers. Measurement of the answers of respondents was measured using a 5-point Likert Scale. The population of this research is all employees at PT Bank BPD Bali Denpasar Main Branch, totaling 67 people. The sampling technique in this study uses saturated samples, where the entire population is used as the research sample.

This study uses a data collection tool in the form of a questionnaire, so that it is necessary to test the validity and reliability so that the questionnaire is feasible to use. The data analysis technique used is descriptive statistical analysis which is used to provide a description or description of an average value (mean, minimum value, maximum value, and standard devised values from research data and inferential analysis with PLS (Partial Least Square) is a powerful analysis method because it can be applied at all data scales, does not require a lot of assumptions, the sample size does not have to be large, and is used to confirm theories, and is used to build relationships that do not yet have a theoretical basis PLS is an analysis of variance-based structural equations, which can simultaneously conduct measurement model testing and structural model testing. The objective of PLS is to predict the effect of variable X on variable Y and explain the theoretical relationship between the two variables.

IV. Result and Discussion

Based on the results of the instrument validity test shows that all indicators used to reflect the construct have a correlation value greater than 0.30 and are significant at the level of significance of 0.05 so that it can be explained that all items are valid. The results of the variable reliability test showed that all indicators used reflecting the construct under study showed that the Cronbach's Alpha value was greater than 0.70, meaning that all indicators measured were reliable. Then the test

results with PLS (Partial Least Square) analysis with the stages of evaluating the measurement model (Measurement Model / Outer Model) with a) convergent validity, b) discriminant validity, and c) composite reliability and Cronbach alpha to measure validity and reliability, because the indicators the indicators that make up the latent variable in this study are reflexive.

The next step is to evaluate the structural model (Structural Model / Inner Model), which is a measurement to evaluate the level of accuracy of the model in the overall research, which is formed through several variables along with the indicators. In evaluating this structural model, several approaches will be carried out including: a) R-Square (R^2), b) Q-Square Predictive Relevance (Q^2), and c) Goodness of Fit (GoF). Furthermore, Path Analysis and Hypothesis Testing, it is expected that H_0 is rejected or $\text{sig} < 0.05$ (or t statistic value > 1.96 with a level of significance of 0.05).

Table 1. Outer Loading Value After Model Reconstruction

Construct	Indicator	Original Sample (O)	Sample Mean (M)	Standar Deviation (STDEV)	T-Statistic (O/STDEV)	P- Values
Workload	X1.1	0,690	0,662	0,294	2,343	0,019
Workload	X1.2	0,730	0,704	0,316	2,306	0,021
Workload	X1.3	0,861	0,773	0,236	3,640	0,000
Workload	X1.4	0,735	0,596	0,297	2,473	0,014
Job Stress	X2.1	0,861	0,872	0,044	19,716	0,000
Job Stress	X2.2	0,877	0,881	0,044	19,738	0,000
Job Stress	X2.3	0,704	0,691	0,085	8,248	0,000
Job Stress	X2.4	0,620	0,613	0,147	4,229	0,000
Job Stress	X2.5	0,999	0,783	0,060	13,267	0,000
Job Stress	X2.6	0,781	0,774	0,093	8,430	0,000
Burnout	Y1.1	0,866	0,862	0,051	16,936	0,000
Burnout	Y1.2	0,809	0,819	0,095	8,523	0,000
Burnout	Y1.3	0,612	0,553	0,222	2,758	0,006
Burnout	Y1.4	0,523	0,440	0,225	2,321	0,021
Burnout	Y1.5	0,789	0,800	0,082	9,585	0,000
Employees Performance	Y2.2	0,743	0,611	0,419	1,771	0,077
Employees Performance	Y2.3	0,729	0,589	0,415	1,759	0,079

The results of the Path Analysis and Testing Statistics of Path Coefficients showed

1) Workload has a positive effect on stress of 0.157 , and the relationship is not significant at the 0.05 or 0.10 level with a P Value of $0.343 > 0.05$.

2) Workload has a negative effect of -0.015 on burnout, and the relationship is not significant at the 0.05 level because the P Value is $0.924 > 0.05$.

3) Job Stress has a positive effect of 0.467 on burnout and the relationship is significant at the 0.05 level with a P Value of $0.000 < 0.05$.

4) Workload has a positive effect on performance by 0.354 , and the relationship is significant at the level of 0.10 with a P Value of $0.061 < 0.10$.

5) Job Stress has a negative effect of -0.068 on performance, and the relationship is not significant at the 0.05 level with a P Value of $0.767 > 0.05$.

6) Burnout has a negative effect of -0.099 on performance, and the relationship is not significant at the 0.05 level with a P Value of 0.681 > 0.05.

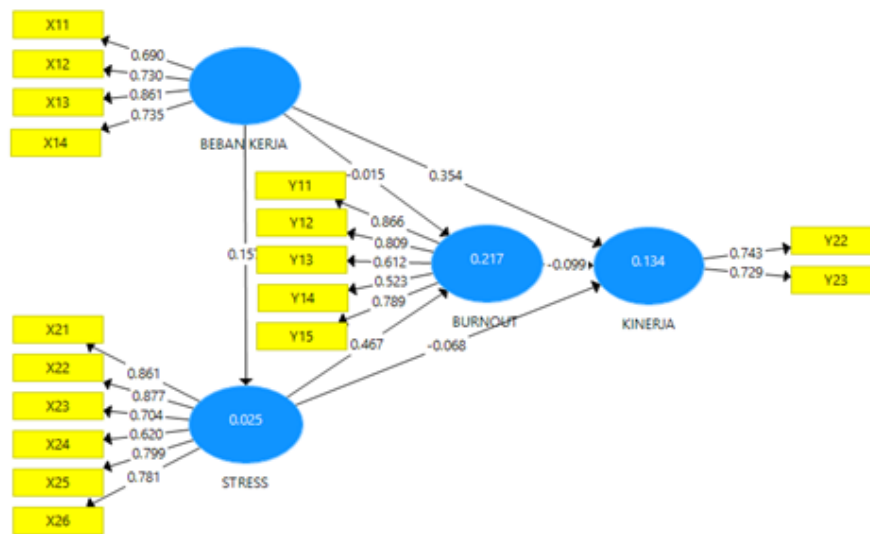


Figure 2. Outer Loading dan Path Analysis

An indicator is said to be valid, if the outer loading coefficient is between 0.60 -0.70, but for analyzes whose theories are unclear, an outer loading of 0.50 is recommended (Lathan and Ghazali, 2012: 78), and is significant at an alpha level of 0.05 or t- statistics of 1.96. The results of the study have shown that all indicators meet the requirements of discriminant validity measurement.

V. Conclusion

The results of this study indicate that workload is not a significant positive effect on burnout, which means that the higher the workload given to employees, the higher the stress felt by employees but not so significantly influential. Workload has a negative and not significant effect on burnout on employees which means that high workload does not significantly affect burnout on employees. Job stress has a positive and significant effect on employee burnout. This means that the higher work stress felt by employees will further increase burnout or burnout at employees. Workload has a significant positive effect on employee performance. This means that the increasing workload on the employee also increases the employee's performance. Job stress is not a significant negative effect on employee performance, which means the higher work stress experienced by not too influential on the decline in employee performance. The results of the study stated that burnout had a negative and not significant effect on employee performance, which means that the higher the burnout caused the employee's performance at PT Bank BPD Bali Main Branch Denpasar to decrease but did not show a significant effect. The results of the study through the statistical test of the role of mediation and statistical tests of the direct relationship between workload with burnout, work stress with burnout and the direct relationship of workload with performance or work stress with performance, there is one or both of these relationships is not significant so it can be

concluded that burnout neither is the mediating variable between workload on employee performance nor is it the mediating variable of work stress on employee performance.

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