

WORKLOAD EFFECT ON BURNOUT RATE IN CIVIL SERVANTS

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Abstract. *This study aims to analyze the effect of workload on burnout levels among Civil Servants at the Investment and Integrated One-Stop Service Office of East Kalimantan Province. A quantitative method was applied, involving a population of 37 civil servants using saturated sampling. Data were collected through questionnaires and analyzed using sample linier regression. The result indicate that workload significantly affects burnout, contributing to 64,1% of the variance. However, proper workload management in accordance with Standard Operating Procedures (SOPs) significantly reduces the risk of burnout. This research provides insight into human resource management to minimize burnout through improved workload management.*

Keywords: *Burnout, Civil Servants, Workload.*

1. INTRODUCTION

Civil Servants are employees who work in government institutions and are part of the State Civil Apparatus in Indonesia. Civil Servants play an important role as implementers of public policies, administrators of government affairs, and providers of public services. They are appointed through a selection process regulated by law, and their status becomes permanent once officially appointed. The main duties of Civil Servants include assisting the government in carrying out administrative and operational functions at both central and regional levels. Civil Servants play a vital role in achieving national development goals. They are involved in various sectors such as education, health, security, public services, and others. Additionally, Civil Servants ensure that government policies are implemented efficiently and in compliance with applicable regulations (Manullang et al., 2020).

The development of human resources in government is crucial because Civil Servants hold a strategic role in managing governance and development to achieve national goals as outlined in the preamble of the 1945 Constitution. These goals include safeguarding the nation and its territories, improving public welfare, educating the population, and contributing to the establishment of an international order based on social justice, independence, and lasting peace. Only through well-planned, directed, realistic, stable, effective, and efficient national development can these goals be achieved (Amelia & Setyawati, 2023).

The Investment and One-Stop Integrated Services Office is a government agency with significant responsibility for public services. The Investment and One-Stop Integrated Services Office was established to enhance the effectiveness of licensing services, accelerate investment, and strengthen regional economic development. By integrating services into a single window, the government aims to minimize bureaucratic barriers, expedite licensing processes, and encourage greater investment, which generally leads to job creation and economic growth. For example, The Investment and One-Stop Integrated Services Office in East Kalimantan Province is responsible for

facilitating and coordinating various licensing and non-licensing services for the public and businesses. Civil Servants at The Investment and One-Stop Integrated Services Office in East Kalimantan face various challenges, including heavy workloads. Factors contributing to these workloads include the number of services that need to be completed, the complexity of licensing processes, demands for fast and effective services, performance targets, and limitations in infrastructure and human resources. Workloads for Civil Servants are regulated by the Minister of Home Affairs Regulation (PERMENDAGRI) Number 12 of 2008, which provides guidelines on workload analysis in the Ministry of Home Affairs and local governments (Judanto, 2021).

Workload refers to the volume of tasks that must be completed by employees, both physical and mental, and it becomes their responsibility. Each task is the responsibility of the individual, with every worker having different capabilities in managing workloads, whether physical, mental, or social (Anggraini & Idulfilastris, 2023). Heavy and continuous workloads can negatively impact employees' psychological well-being, one of which is the risk of experiencing burnout. Burnout causes individuals to lose direction and struggle to meet job demands (Atmaja & Suana, 2018).

Burnout is a negative emotional response in the workplace that occurs when someone experiences prolonged stress. This condition includes depersonalization, exhaustion, and even reduced proficiency in completing routine tasks (Indryan & Suhana, 2022). Burnout among employees has become a focus in various studies. For instance, research by (Apriana et al., 2022) shows that burnout significantly negatively impacts performance, where lower levels of burnout correlate with improved performance. Another study by (Anggraini & Idulfilastris, 2023) found that higher workloads lead to higher levels of burnout, while lighter workloads result in lower burnout levels. However, specific studies on burnout among Civil Servants in the The Investment and One-Stop Integrated Services Office environment, particularly in East Kalimantan Province, remain limited.

Considering the strategic role of The Investment and One-Stop Integrated Services Office in supporting the investment climate and ease of doing business in the region, it is essential to ensure that its employees can work optimally. Burnout can lead to declining service quality, high absenteeism, and even intentions to resign, which would negatively impact the overall performance of the agency. Therefore, this study aims to analyze the effect of workload on burnout levels among Civil Servants at The Investment and One-Stop Integrated Services Office in East Kalimantan Province.

The author chose The Investment and One-Stop Integrated Services Office as the research object because of dissatisfaction among civil servants due to excessive workloads, which indicate symptoms of burnout. This phenomenon motivates the author to examine the variables of workload and burnout levels. This research is expected to provide a deeper understanding of the relationship between workload and burnout and serve as a basis for developing strategies to prevent and address burnout in the Civil Servants work environment. By understanding the factors contributing to burnout, management is expected to take appropriate steps to manage employee workloads, improve their psychological well-being, and ultimately enhance the quality of public services in East Kalimantan Province.

2. LITERATURE REVIEW

2.1 Workload

The term "workload" describes the total amount of mental and physical work expected to be performed by an employee. Each individual undertaking a job carries a certain weight, and every worker has a unique capacity to manage that load, which may be social, mental, or physical (Mahawati et al., 2021).

The study conducted by Malino (2020) stated that burnout is positively and significantly influenced by workload. Meanwhile, the research by Indryan & Suhana

(2022) indicated that workload significantly and positively affects nurse burnout at Dr. M. Salamun Hospital.

2.2 Burnout

Burnout is a state of prolonged stress in which employees experience physical, mental, and emotional exhaustion due to work-related pressures. Burnout is characterized by three main aspects. First, physical exhaustion, where individuals consistently feel drained of energy and fatigued. Second, emotional exhaustion, marked by feelings of depression, hopelessness, and being trapped in their work. Third, burnout is also evident through mental or attitudinal exhaustion, where individuals become cynical and negative toward others and their work. This can have detrimental effects on the individual, their job, the organization, and their personal life (Alam, 2022).

The study conducted by Nor & Prastika (2023) stated that burnout is positively and significantly influenced by workload.

Ha states that workload has a significant effect on burnout.

3. RESEARCH METHODS

This research was conducted at The Investments and One-Stop Integrated Services Office East Kalimantan Province, with a research population of 37 Civil Servants, who were also used as sample through saturated sampling technique. Primary data was collected using an online questionnaire based on Google Forms, which was distributed for one month, and complemented by direct observation in the workplace to strengthen the analysis results. This study adopts a quantitative approach, using the Likert Scale to measure the variables of workload and burnout based on relevant indicators. The data analysis techniques include validity and reliability testing the instruments, classical assumption test (normality and heteroskedasticity), as well as simple linear regression analysis to determine the effect workload on burnout. This method was chosen for its advantages in generating objective, efficient, and easily processed data using statistical software, thus providing an accurate depiction of the relationship between variables in the study.

4. RESULTS AND DISCUSSION

Table 1.1 Research Results

Variable	Coefficient	t-value	p-value	Adjusted R square
Constant	3,173	7,902	0,000	0,641
Workload	1,317			

Based on the regression equation in Table 1.1, the following conclusions can be drawn : (i) The constant value (α) of 3,173 means that if the workload remains constant or unchanged, the value of Y will remain at 3,173. (ii) The workload (X) has a coefficient value of 1,317. Since it is positive, this indicates that if the workload increases by 1,317, burnout will also increase by the same amount, and vice versa.

H0 is rejected because, according to Table 1.1, the significance value found is 0,000, which is below the predetermined significance threshold of 0,05. Therefore, it can be concluded that burnout is significantly influenced by workload.

Based on the analysis of the coefficient of determination presented in Table 1.1, the results show that the influence of workload on burnout levels is 64,1%. Meanwhile, the remaining 35,9% is influenced by other variables not included in this study.

Based on the tests conducted, it can be concluded that workload significantly affects burnout levels. The analysis shows that respondents do not experience severe burnout at work. However, some statements, such as feeling of being less relied upon and less appreciated, still indicate signs of burnout among some individuals.

The workload in this study was constructed using three indicators to build the

concept, namely job conditions, work time utilization, and work targets to be achieved (Alam, 2022). The highest contribution was found in the job conditions indicator, as evidenced by the highest average score of 1.67 for statements like "I do not feel that my work environment support my productivity" and "The facilities provided by the institution do not help me work more effectively."

Based on the first hypothesis, workload positively affects burnout. The analysis findings indicate that workload significantly influences the dependent variable in this study, supported by the t-test result. The result of the simple linear regression test also show a positive outcome, meaning that if the workload variable increases, burnout will also increase. This is further reinforced by the t-test results, which H_0 and accept H_a , starting that workload significantly affects burnout.

Thus, it can be concluded that most respondents in this study indicated that the workload they experienced while working at The Investments and One-Stop Integrated Services Office of East Kalimantan Province is not significant issue. This occurs because the tasks and responsibilities assigned have been designed and implemented in accordance with the applicable Standard Operation Procedures (SOPs). A conducive work environment, efficient use of work time, and reasonable work targets are considered appropriate and do not cause excessive pressure. Therefore, the workload at this institution is generally not seen as a major stressor or issue for employee.

Research conducted by Malino (2020) examined the influence of workload on job satisfaction with burnout as an intervening variable at the Makassar branch of PT. Pos Indonesia. The study revealed that burnout as an independent variable has a positive and significant impact on employee workload at PT. Pos Indonesia Makassar branch, thus accepting the first hypothesis. The research also showed that workload, with burnout as an intervening variable, has a positive and significant effect on PT Pos Indonesia Makassar branch, thus accepting the second hypothesis.

Similar research was conducted by Indryan & Suhana (2022), examining the influence of workload on burnout among Covid-19 nurses at Dr. M. Salamun Hospital. The results of the study stated that : (i) Nurses at Dr. M. Salamun Hospital who treated Covid-19 patients showed high workloads, proven across all dimensions, namely performance, effort, mental and physical demands, time demands, and dissatisfaction.

(ii) The burnout level experienced by nurses caring for Covid-19 patients at Dr. M. Salamun Hospital was high in all dimensions, namely emotional exhaustion, depersonalization, and low personal achievement. (iii) it was demonstrated that workload significantly and positively affects the burnout levels of nurses at Dr. M. Salamun Hospital who treated Covid-19 patients.

CONCLUSION

This study aims to identify and evaluate the effect of workload on the level burnout among Civil Servants at The Investments and One-Stop Integrated Services Office of East Kalimantan Province. Based on the findings of the research, which involved 37 respondents through questionnaires and data analysis using statistical tests, the following conclusion can be drawn:

The majority respondents in this study indicated that the workload they experienced while working at The Investments and One-Stop Integrated Services Office of East Kalimantan Province was not a significant issue. This is because the tasks and responsibilities assigned to them have been structured and carried out in accordance with the applicable Standard Operating Procedures (SOPs). A conducive work environment, efficient use of working hours, and reasonable work targets are not perceived as causing excessive pressure. Thus, the workload in this situation is generally not considered a trigger for stress or a major problem for employees.

Based on the findings of a simple linear regression analysis, it was revealed that there is a significant relationship between workload and burnout levels. Heavier workload tend to increase the likelihood of burnout, as indicated by a positive and

significant regression coefficient. However, the conditions at The Investments and One-Stop Integrated Services Office of East Kalimantan Province demonstrate that managing workloads in accordance with SOPs can significantly reduce the risk of burnout, allowing employees to work productively without excessive pressure.

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