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HUMAN RESOURCE MANAGEMENT | RESEARCH ARTICLE

Comparison of Alternative Solutions to Workload and Welfare of Civil Servants Linear Employee Performance and Burnout

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Abstract: Law Number 5 of 2014 states that ASN is a profession for civil servants and government employees who work in government agencies within employment agreements. ASN employees are required to follow several rules and be loyal and obedient to Pancasila, 1945 Constitution of the Republic of Indonesia. Based on the initial research survey at Population and Civil Registry Service and Manpower and Transmigration Service of Riau Islands Province as well as the introductory description, the fundamental problems identified as material for analysis and discussion of this research related to excessive workload through burnout or fatigue at work has a significant effect on the performance of Civil servants in two government agencies, Population and Civil Registry Service and Manpower and Transmigration Service of Riau Islands Province. Research targeted and focused on identifying the influence of workload on the performance of civil servants at the Population and Civil Registry Service and Manpower and Transmigration Service of Riau Islands Province. Identify influences of burnout on the performance of civil servants at the Population and Civil Registry Service and Manpower and Transmigration Service of Riau Islands Province. Identify the impact of workload and burnout simultaneously on the performance of civil servants at the Population and Civil Registry Service and Manpower and Transmigration Service of Riau Islands Province. The research findings indicate no significant influence in the negative direction of workload on employee performance in civil servants at the Population and Civil Registry Service and Manpower and Transmigration Service of Riau Islands Province. There is no significant influence in the negative direction of workload on burnout for civil servants at the Population and Civil Registry Service and Manpower and Transmigration Service of Riau Islands Province. There is a significant favorable influence on the welfare of civil servants' performance at the Population and Civil Registry Service and Manpower and Transmigration Service of Riau Islands Province. There is no significant influence in the positive direction of the welfare of civil servants on burnout for civil servants at the Population and Civil Registry Service and Manpower and Transmigration Service of Riau Islands Province. There is no significant favorable influence on employee performance burnout for civil servants at the Population and Civil Registry Service and Manpower and Transmigration Service of Riau Islands Province.

Keywords: Workload, Employee Welfare, Performance, Burnout.

JEL Classification Code: J24, J28, H83.

1. INTRODUCTION

The quality of human resources is an aspect that increases the productivity of organizational or agency performance. Employee performance is an individual aspect because each employee has a different ability level in achieving their duties and job description. One of the determinants of performance and organizational achievements is a skill in managing the performance of civil servants or PNS, individuals who are often associated through one-sided perspectives, such as corruption, collusion, nepotism, indiscipline, incompetence, lengthy bureaucracy, inefficiency, and abuse of



authority and responsibility. One of the reasons for this mental attitude of state civil servants is the civil service system, which cannot locate civil servants into state civil servants who are indicated as professional, honest, good in performance, and character.

Law Number 5 of 2014 states that ASN is a profession for Civil Servants and Government employees with employment agreements who work in Government agencies. ASN employees must follow several rules and be loyal and obedient to Pancasila, the 1945 Constitution of the Republic of Indonesia, the Unitary State of the Republic of Indonesia, and the legitimate Government. Work fatigue of Civil Servants at the Population and Civil Registry Service and Manpower and Transmigration Service of Riau Islands Province could give rise to several symptoms and multiplier effects. Based on Ahanchian, Meshkinyazd, and Soudmand (2015), symptoms of job burnout are expressed in the form of work stress, non-compliance with organizational policies, incompetence at work, not participating in training, performance below standard, conflict with colleagues and indifference to community service. Based on the initial research survey at two research locus, namely Population and Civil Registry Service and Manpower and Transmigration Service of Riau Islands Province, as well as the background description above, the problems identified as material for analysis and discussion of this research are related to excessive workload or workload relationship with burnout or fatigue at work affects performance of civil servants in two Government agencies, namely Population and Civil Registry Service and Manpower and Transmigration Service of Riau Islands Province.

The workload is a job demand and is considered a source of burden (Rivai, 2019); civil servants have workloads of varying intensity and require patience in carrying out their work because this work requires civil servants to be able to provide maximum service to the community, plus completing their work sometimes has to be done outside of working hours. Workloads with varying intensities and work environments that are not conducive could create potential burnout. The density of routine activities and complexity of tasks could influence and control individual thoughts, feelings, or emotions and could give rise to extraordinary phenomena for employees in the workplace. This positive assessment is a performance indicator.

Burnout: According to Hariyadi (2020) and Romadhoni et al. (2018), fatigue is caused by high work intensity. Burnout arises from excessive stress and is difficult to overcome, which could lead individuals to worse conditions, and apathy, cynicism, and frustration will emerge (Widiastuti & Kamsih, 2021). Based on the background description above, this research is targeted to identify the influence of workload on the performance of civil servants at The Population and Civil Registry Service and Manpower and Transmigration Service of Riau Islands Province. Identify influences of burnout on the performance of civil servants at the Population and Civil Registry Service and Manpower and Transmigration Service of Riau Islands Province. Identifying the impact of workload and burnout simultaneously on the performance of civil servants at the Population and Civil Registry Service and Manpower and Transmigration Service of Riau Islands Province.

2. LITERATURE REVIEW

The workload includes long working hours and the number of individuals who must be served, causing civil servants to feel that they have the workload that must be carried. This condition is a potential stress trigger burnout (Leither dan Maslach, 2019). Gopher dan Doncin dalam Lysaght et al. (2018), the workload is defined as a concept that arises due to limited capacity in processing information when facing a task; individuals are expected to be able to complete the task based on particular capacities. According to Utami et al. (2018), the workload is categorized into two perspectives from an objective point of view, namely the time used or the number of activities carried out. Workload is based on a subjective perspective, namely measurement used by individuals related questions related to workload asked, related feelings of work overload, measures of work pressure, and job satisfaction.

Based on Priansa (2017), employee performance is a manifestation of abilities in factual occasions or work results achieved by employees in carrying out their duties and work. Meanwhile, according to Ansory and Indrasari (2018), employee performance results from work based on the quality and quantity individuals achieve in carrying out their duties according to their responsibilities.

Workload is one aspect that every organization must consider properly and correctly in carrying out its functions because workload is one factor that significantly influences employee performance. Workload analysis identifies the number and types of employees needed to achieve organizational goals. The following is a definition related to workload by experts, including Gibson (2018:31): workload is having to do too many tasks or providing insufficient time to complete tasks. According to Simone and Lehman (2017:88), workload is contingent on the depth of cognitive and effective engagement with the course and learners on the instructor's part. Soeprihanto (2016:52) states that the workload is a collection of activities that an organization or position holder must complete within a particular time. The understanding related to workload put forward by experts includes Gibson (2018:31), who states that workload is having to do too many tasks or providing insufficient time to complete tasks. According to Simone and Lehman (2017:88), workload is contingent on the depth of cognitive and effective engagement with the course and learners on the instructor's part. According to Soeprihanto (2016: 52), the workload is a collection of activities that an organization or position holder must complete within a particular time.

Based on Priansa (2017), employee performance is a manifestation of abilities in factual occasions or work results achieved by employees in carrying out their duties and work. Ansory and Indrasari (2018) state that employee performance results from work based on quality and quantity individuals achieve in carrying out their duties according to their responsibilities. According to Hidayat and Kohar (2018), three factors influence employee performance: ability, personality, and work interest. Clarity and acceptance or explanation of an employee's role is the level of a person's understanding and acceptance of the tasks given. Understanding burnout According to Hariyadi (2019), fatigue is caused by excessive work intensity; employees work long hours. Therefore, some ignore their needs and desires; others feel pressure to give more. The existence of these demands could give rise to feelings of guilt for not being able to fulfill them, which then encourages you to add more and more incredible energy to be able to meet the user's needs (Fraudenberger, 1974). Burnout, according to Fraudenberger (1973) in Ilyas (2018:2) and Romadhoni et al. (2019), has mental fatigue, loss of commitment, and decreased motivation in workers. Meanwhile, according to Chavalitsakulchai and Shahvanaz (1991) in Setyawati (2020), burnout or work fatigue is a complex phenomenon caused by biological factors in the work process and influenced by internal and external factors, namely external factors that affect work fatigue, namely an inadequate work environment. Internal factors influencing work fatigue are psychosocial problems. Robbins and Judge (2019) define employee performance as positive feelings at work as the impact or result of evaluating various aspects of work.

Workload indicators include work targets, work conditions, work standards, role conflict, support, and facilities. The results of the descriptive analysis of the workload variable (X) were obtained.1) describes the majority chosen by respondents as shown by the mean value with a score of 4.38; it is concluded that respondents perceive that they agree or are oriented towards their support for support indicators. Indicator burnout, including emotional exhaustion, self-actualization, and depersonalization, obtained from the results of descriptive variable analysis burnout (X2), describing the majority of respondents' choices as shown by the mean value of 4.27, it was concluded that respondents perceived their agreement or support orientation towards the depersonalization indicator. However, indicators of work discipline include work, superiors, co-workers, promotions, and salaries obtained from the results of descriptive analysis of the work discipline variable (Y1); the majority chosen by respondents is shown by the mean value of 4.6, it is concluded that respondents perceive their support orientation towards co-worker indicators.

Civil Servant performance indicators include objectives, standards, feedback, tools or facilities, competence, motivation, and opportunities obtained from the results of descriptive analysis of performance variables (Y2); the majority chosen by respondents is indicated by the mean value of 4.24, it is concluded that respondents perceive their support orientation towards motivation indicators.

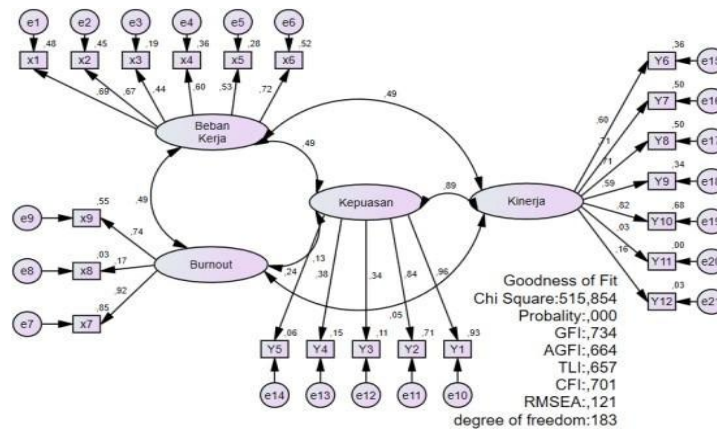


Figure 1. Confirmatory Analysis

Results confirmatory factor analysis measures the dimensions that form latent variables in the research currently being carried out. The modification results show that all indicators are valid when constructing latent variables. Analysis results in the complete measurement of all variables; the existence of indicators that do not meet the validity requirements (> 0.5) is obtained, namely on variables X3, X5, X8, X15, and 3, and 4, 5, and 11, and Y12.

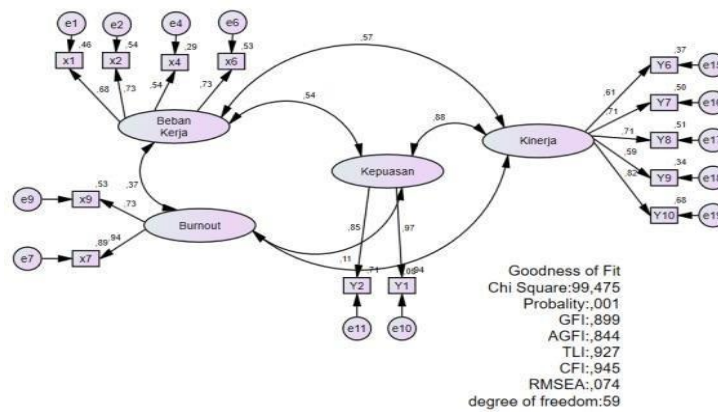


Figure 2. Factor Analysis After Item Selections

Analysis results in complete measurement In all variables, indicators appeared that did not meet the validity requirements (> 0.5), namely in variables X8, X9, X10, and 3, and 8 and Y9. These variables are then collaborated in the equation. The results of the equation are reflected in the following infographic;

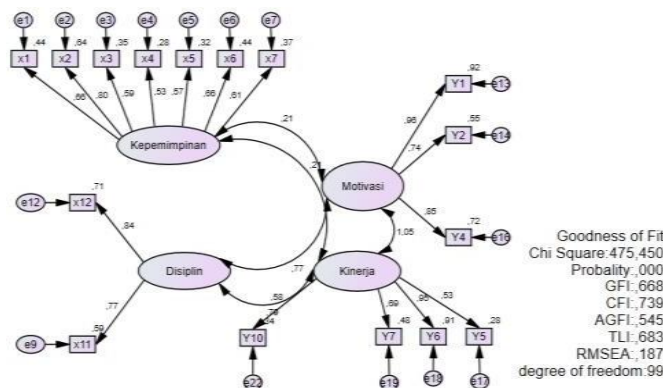


Figure 3. Full Measurement Analysis Infographic

- H1: Workload significantly affects the performance of civil servants at the Population and Civil Registry Service and Manpower and Transmigration Service of Riau Islands Province.
- H2: Workload significantly affects burnout of civil servants at the Population and Civil Registry Service and Manpower and Transmigration Service of Riau Islands Province.
- H3: Welfare significantly affects employee performance in civil servants at the Population and Civil Registry Service and Manpower and Transmigration Service of Riau Islands Province.
- H4: Welfare significantly affects burnout for civil servants at the Population and Civil Registry Service and Manpower and Transmigration Service of Riau Islands Province.
- H5: Employee performance significantly affects burnout for civil servants at the Population and Civil Registry Service and Manpower and Transmigration Service of Riau Islands Province.

3. RESEARCH METHOD AND MATERIALS

The research approach implemented is a quantitative research method. The quantitative method is a research method in numbers, and the analysis used is statistics. This research method is based on the philosophy of positivism, used to research particular populations or samples, collecting data using research instruments and quantitative data analysis, with the aim of testing predetermined hypotheses (Sugiyono, 2016, p. 11). The data comes from primary data obtained through questionnaires distributed to respondents and arranged based on predetermined variables by providing alternative answers, and secondary data obtained through literature study to obtain information from reference books, journals, and other sources. Relevant to research. The dependent variable used in this research is burnout. Variabel burnout is measured through physical exhaustion, emotional exhaustion, depersonalization, and low or reduced personal accomplishment (Hera *et al.*, 2016). The independent variables used in this research are:

1. Workload (X1)
The workload variable in this research is measured based on time norms, work volume, and effective working hours (Astianto, 2014).
2. Welfare of Civil Servants (X2)
The welfare of Civil Servants in this research is measured based on several indicators referring to the opinion of Zulkifli (2014), namely earning income above minimum living requirements and social welfare guarantees, getting promotions and awards for their duties and work performance, and getting protection in carrying out their responsibilities and rights. On intellectual property.

The moderating variable used in this research is employee performance (Z). Employee welfare variables are measured through salary, supervision, intrinsic factors of work, working conditions, communication, and facilities (Gilmer in Sutrisno (2009). Data analysis simplifies data into a form that is easier to read and implement. The analytical technique used in analyzing data and testing the hypothesis in this research is the Structural Equation Model or SEM. Meanwhile, partial least square or PLS is used to answer the hypothesis. Based on Ghazali (2012:41), calculations are carried out using tools bright partial least square or PLS because it is multi-lane and the model used is reflective. The calculation model is carried out using tools Smart PLS because, in this research, there are multi-path relationships that are formative and reflective. Another reason is that the sample consisted of less than 100 respondents. The formative model indicates the direction of the relationship from indicators to latent variables. The reflective model shows the relationship between latent variables and their indicators.

4. RESULTS AND DISCUSSION



The results of the analysis of the level of suitability of the structural model built indicate research findings that the overall model is considered relevant for explaining several variables studied and their influence on each variable. Q value calculation² The value obtained is 0.916 or has exceeded the critical limit of 0.5. Thus, the structural model has been declared suitable and suitable. Two variables exogenous in the model researched are the workload and welfare of Civil Servants. Then, the endogenous variable in the model that was studied was burnout. Meanwhile, job satisfaction was the variable intervening in the model in what was learned. In the equation model, endogenous Bournout R value² reached 0.558; interpreted burnout could be explained by workload, welfare of Civil Servants, and employee performance reaching 55.8%. Meanwhile, the employee performance variable equation model has an R-value of 0.811, meaning employee performance could be explained by the workload and welfare of civil servants, which reached 81.1%. Q Results² achieved is 0.916, which is in the range of 0.66 - 11.00. Therefore, it is concluded that the model is Perfect.

4.1. Hypothesis Test Results

a. Hypothesis 1 (H1)

The first hypothesis of the research was not proven true because the results of data analysis indicated that the t value of 1.392 was interpreted as being smaller than 1.96. Therefore, workload did not significantly affect employee performance, with a considerable influence of 0.130, which meant that the workload level was increasing, which was not necessarily true. Will be able to improve the performance of Civil Servants at the Population and Civil Registry Service and Manpower and Transmigration Service of Riau Islands Province.

b. Hypothesis 2 (H2)

The study's second hypothesis was not proven true because the results of data analysis indicated that the t value of 1.418 was interpreted as being smaller than 1.96. Therefore, it could be said that workload had no significant effect on burnout, having considerable influence on -0.373 means that an increasing workload level will not necessarily increase burnout in Civil Servants at Population and Civil Registry Service and Manpower and Transmigration Service of Riau Islands Province.

c. Hypothesis Test 3 (H3)

The third research hypothesis was proven correct because the results of data analysis indicated that the t value of 11.511 meant that it was more significant than 1.96. Therefore, it could be said that the welfare of Civil Servants had a substantial influence on employee performance with a considerable impact of 0.813, meaning that the higher the welfare of Civil Servants, the higher the welfare of Civil Servants. The performance of Civil Servants at the Population and Civil Registry Service and Manpower and Transmigration Service of Riau Islands Province will be higher.

d. Hypothesis 4 (H4)

The fourth research hypothesis was not proven true because the results of data analysis indicated that the t value of 0.960 was interpreted as being smaller than 1.96. Therefore, it was considered that the welfare of Civil servants had no significant effect on burnout with an influence of 0.324, which means that the higher welfare of Civil servants will not necessarily be able to improve burnout.

e. Hypothesis 5 (H5)

The fifth research hypothesis was not proven true because the results of data analysis indicated that the t-value of 0.390 was interpreted as smaller than 1.96. Therefore, it could be concluded that employee performance had no significant effect on burnout with an enormous influence of 0.136, which means that the higher the employee's performance, the higher the employee's performance will not necessarily improve burnout.

4.2. Discussion

Based on the results of data analysis, it is indicated that workload does not significantly affect employee performance, with a t value of 1.392, which means it is smaller than 1.96. The influence of these two variables indicates a negative direction of 0.130, which means that the lower the workload, the more excellent the performance of Civil servants at Population and Civil Registry Service and Manpower and Transmigration Service of Riau Islands Province; conversely, the higher the workload, the more it could reduce the performance of Civil Servants. Civil at Population and Civil Registry Service and Manpower and Transmigration Service of Riau Islands Province.

The analysis results indicate that workload has no significant effect on b , turnout with a t value of 1.418, meaning that it is smaller than 1.96. The influence of these two variables indicates a negative direction of 0.373, meaning that an increasing workload level will not necessarily increase burnout of Civil servants at the Population and Civil Registry Service and Manpower and Transmigration Service of Riau Islands Province. The research results are not linear research conducted by Romadhoni et al. (2015); workload could positively and significantly affect feelings of stress.

Apart from this conclusion, it is explained that the results of the data analysis obtained also show that the welfare of Civil servants has a significant influence on employee performance with a t value of 11.511, which means that it is more critical than 1.96 with an influence indicating in positive direction 0.813 which means that the higher the welfare of Civil Servants. The higher performance of Civil servants in the Population and Civil Registry Service and Manpower and Transmigration Service of Riau Islands Province. The research results align with Tanujaya's (2014) findings that a relatively low positive significant relationship exists between employee performance and psychological well-being. This means that the more employees feel job satisfaction, the higher the level of psychological well-being.

The data analysis found that Civil servants' welfare did not significantly affect burnout. The influence of the two variables indicates a positive direction of 0.324, and the t value of 0.690 means that it is smaller than 1.96. This condition suggests that the high welfare of civil servants will not necessarily improve burnout among civil servants at the Population and Civil Registry Service and Manpower and Transmigration Service of Riau Islands Province. Likewise, employee performance does not have a significant effect on burnout. The resulting t value of 0.390 means that it is smaller than 1.96 with an effect of 0.136. This condition indicates that the higher the employee's performance, the higher the employee's performance will not necessarily improve burnout. A good organization is an organization with leadership that cares about the achievements of its employees. This condition will impact employee performance and mental health because they feel cared for, supported, and recognized for their accomplishments by the organization. Individuals who experience burnout are characterized by stress, reduced efficiency, decreased motivation, and the emergence of dysfunctional attitudes and behavior in the workplace; therefore, employees feel burdened with work overload. If this condition persists for long, employees will experience physical, mental, and emotional fatigue, resulting in ineffectiveness and reduced productivity in carrying out their work. Even though it is dominant, burnout hurts the person concerned; it does not rule out the possibility that the number of people around them could also be affected. Measuring workload provides several benefits to an organization. Kaufman (2018) states that the fundamental reason for measuring workload is to quantify the costs incurred in carrying out a job to predict system and worker performance. The final goal of this stage is to improve working conditions, improve the design of the work environment, or produce more effective work procedures. Workload measurements are carried out to obtain information on the effectiveness and efficiency of the organization's work based on the amount of work that must be completed within one year (Muskamal, 2017). We could measure workload using various procedures.

Employee performance plays a vital role in improving and advancing organizational performance. Therefore, institutions need to place employees in the correct positions. Thus, their performance is maximum, and organizational productivity could be increased by understanding employee performance. Good performance is performance that follows established standard procedures, but it must have several good criteria. Based on several opinions above, it could be concluded that employee performance is the result of the work achieved by employees in carrying out and carrying out the work tasks assigned, and how much contribution is made to the organization could be assessed based on

aspects of quality, quantity, working time and cooperation within the organization. Good performance is performance that follows procedures or procedures according to established standards. Employee performance is critical in improving and advancing the organization.

5. CONCLUSION

Based on the description of the analysis and research results above, several research findings could be concluded, including:

1. There is no significant influence in the negative direction of workload on employee performance in Civil servants at the Population and Civil Registry Service and Manpower and Transmigration Service of Riau Islands Province
2. There is no significant influence with negative direction of workload burnout for Civil servants at the Population and Civil Registry Service and Manpower and Transmigration Service of Riau Islands Province
3. There is a significant favorable influence on the welfare of civil servants, particularly on the performance of civil servants at the Population and Civil Registry Service and Manpower and Transmigration Service of Riau Islands Province.
4. There is no significant favorable influence on the welfare of civil servants or burnout among civil servants at the Population and Civil Registry Service and Manpower and Transmigration Service of Riau Islands Province.
5. There is no significant favorable influence on employee performance burnout for civil servants at the Population and Civil Registry Service and Manpower and Transmigration Service of Riau Islands Province.

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