

WORKLOAD, SOCIAL SUPPORT AND BURNOUT ON EMPLOYEE PERFORMANCE

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ABSTRACT

This study aims to determine social support, job burnout, employee performance, and the effect of social support and job burnout on employee performance. The research uses descriptive and verification methods using primary data, distributing online questionnaires to 31 The Jayakarta Suites Bandung employees. Data were analyzed using statistical tools and multiple regression analysis. Data collection using a saturated sampling technique. The results of the descriptive analysis show that social support, job burnout, and employee performance are included in the good category. The verification analysis results show that the burnout variable partially affects employee performance, but social support has no effect on employee performance. While the variables of social support and work fatigue together affect employee performance. The result of this study provides an overview of how employee performance can occur due to the influence of social support and job burnout.

Keywords: workload; social support; burnout; employee performance

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INTRODUCTION

Human resources (HR) are effective workers who serve as the engines of an organization, both in institutions and businesses. Thus, their skills need to be developed and trained. Kasmawati (2018) states that well-developed human resources can create value (valueable) and can become intangible assets to improve the company's capabilities. The potential of human resources has a significant role. With effective human resource management, human resources functions are capable of high and good performance and make the company competitive in the company's goals. In other

words, employee performance is the spearhead of a company's success.

Performance is an expression of ability realized by attitudes, knowledge, motivation, and skills in producing something (Damayanti in Welsya Cahyani, 2019). Boris (2013) stated that the business can evaluate employee performance ratings using performance criteria and standards. Employees can learn how well the company's performance standards have been met. According to Lita Wulantika and Irpan Sarip Hidayat (2021. p. 94). High or low performance can determine the achievement of a company's goals. The increased performance will have a

good impact and good results in the development of a company. Meanwhile, if the performance is bad, it will also harm the company's development. Performance is also the result of a person's efforts found by the ability of his characteristics and perceptions of his role in the job (Sutrisno, 2016).

Burnout and social support are related to performance in its functions, leading to decreasing individual skills, abilities, and traits. (Sulis and Anisah, 2011). Therefore, positive feedback is needed from superiors so that employees can work well, namely with social support. Employees need social support to reduce work stress. The greater the social support received the lower the work stress level. Social support can improve employee performance at work, manage stress better, and have a high tendency to solve problems in the company. According to Agustin (2010), social support is quite meaningful to be able to improve employee performance

Rambe defines social support as information or feedback from others that demonstrates that a person is cherished, taken care of, respected, and involved in communication networks and reciprocal commitments (Linda Aprilia and Ardian Adhiatma, 2020, p. 1254). Shamila and Sohail (2013) state that sources of social support can come from family, coworkers, and superiors.

In the absence of social support, it will cause tension and increase the occurrence of burnout in individuals. This opinion is reinforced by Jonathan and Ronald (2006) They contend that worker burnout will be caused by a lack of strong social support. In addition to social support, the company must pay attention to maintain employee performance, namely burnout. Burnout is a term used to describe the unfavorable emotions people go through at work. Examples include diminished job performance, mental and physical exhaustion, and decreased passion for work. If it results in poor performance, work saturation becomes a concern for businesses because it also decreases production. (Sulis and Anisah, 2011). Our thoughts become overwhelmed and start to act irrationally when we are in a state of saturation, which can lead to us having too much work to do and eventually leading to mental and emotional tiredness. In turn, this reduces the standard of our work and quality of life as we begin to lose interest in and motivation for what we are doing.

(Valentina *et.al*, 2011).

According to Hayati & Fitria (2018), Burnout is a result that arises from too high pressure, so it hampers the pace of work. Burnout is a physical, emotional, and mental condition that is significantly impacted by the work environment and has a significant impact on one's performance. (Sulis and Anisah, 2011). Burnout affects workers, who have less motivation and interest in their jobs. (Pedro *et.al*, 2012).). Aaron (2015) said the same thing: the higher burnout of an employee would negatively impact their performance. Syed (2014) proves that job burnout results from work stress and the most common workload, causing a decrease in employee performance. If job burnout is not addressed immediately, employee performance will decrease, and the company will not be able to achieve its goals.

The purpose of this study is to examine how social support and job burnout on employee performance at The Jayakarta Suites Bandung both descriptively and verified.

LITERATURE REVIEW

The development of increasingly sophisticated technology does not always have a pleasant impact on employees. This condition can occur considering that not all employees, as one of the company's resources, can quickly adapt to technology. Employees as human resources are unique resources compared to other resources. The uniqueness that additional resources cannot have is that the human body has a physical and spiritual form. This spiritual form makes humans thinkers, planners, and movers in an organization or company. These three roles make humans superior to other resources. However, even so, when faced with technology currently developing very quickly, not all humans adapt to technological changes.

Currently, employees who quickly adapt to rapid technological changes will develop their abilities quickly and continuously. In contrast, less adaptable employees will find it difficult to work, which can add to the employee's workload. Workload is defined as all tasks assigned to human resources that must be finished in a specific amount of time (Suci R. Mar'ih Koesmowidjojo, 2017). The workload here can be divided into two meanings: excessive workload (overload) and below average (underload). Meshkati in Astianto and

Suprihadi (2014) define workload as a discrepancy between a worker's capability or aptitude and the requirements of the work that must be completed. A similar opinion was expressed by Mahendrawan & Indrawati (2015). The workload is the average frequency of activity for each job over a predetermined amount of time. It can be seen from the physical and mental workload; if the workload borne by an employee is too heavy or the physical ability weakness will certainly result in an obstacle in working, the employee will feel sick because of a job. Furthermore, according to Paramitadewi (2017: 395), the workload is an organizational unit or position holder completing many activities within a particular time. Meanwhile, according to Amalia (2017), the workload is the amount of work that must be carried out by a position/organizational unit and is the product of the work volume and the time norm.

A situation where a person cannot cope with and accept rapidly developing technological changes. As a result, employees experience pressure or stress known as technostress (Ennis, 2005). The word "technostress" was originally used by Brod (1984), who described it as a condition brought on by people's incapacity to adopt modern technology in a healthy way. This phenomenon is not only experienced by employees, it is also generally experienced by the community. A key issue in contemporary culture is a lack of time and labor, and digital technology is frequently blamed for this. Depending on the nation and the assessment method, the proportion of employees who experience burnout and emotional exhaustion appears to be rising and frequently exceeds 25% of the total working population (Aumayr-Smart, Cerf, & Parent-Thirion, 2018; Bültmann, Kant, Kasl, Beurskens, & van den Brandt, 2002; Shanafelt *et.al*, 2015; Shanafelt *et.al*, 2019). Burnout is caused by elements that are not just task-related but also personal, professional, organizational, and other social issues (Schaufeli, 2014).

An Auditor has a weak mental and physical condition caused by the workload received from the work system of overtime on weekdays, weekends, and holidays (Ely Suhayati. (2022). Furthermore, in his research related to an Auditor, (Ely Suhayati) (2022) stated that a significant decrease in audit quality could be caused by increasing quality and quantity of workload. Dysfunctional behavior is the way to

release this pressure.

The low performance will result from overworked staff producing subpar work. The presence of a partner or positive feedback given by superiors is part of the types of social support. Comfort, care, self-esteem, or any other type of help from other people or groups is referred to as social support. Social support is the support given to people who are needed by individuals who have a close enthusiastic relationship with the individual at all times. Social support can be in the form of consolation, care, self-esteem, or any form of help that people get from other individuals or groups (Meilianawati, 2015).

Furthermore, according to Sarafino (Rokhimah in Meilianawati (2015), the level of assistance provided to people, particularly when they need it from others who have significant emotional ties to them, is known as social support. Social support can relate to comfort, care, self-esteem, or all other types of social support. Aid from another person or organization that an individual receives. Social support involves assistance involving information, emotional attention, assessment, and instrumental service. Individuals can obtain it through interactions with the environment, which have emotional benefits or behavioral effects for the recipient to assist individuals in overcoming the problem (Sarafino, in Suciani *et.al*, 2014). Social support is needed when employees have excessive workloads and low workloads so that employee performance does not decrease.

The absence of social support will cause tension and increase the occurrence of burnout in individuals. Woodhead, Northrop, and Edelstein (2014) show that a lack of social support from supervisors, coworkers, friends, and family can predict the occurrence of burnout.

Burnout is a prolonged work stress which refers to a lack of adjustment ability accompanied by chronic failure (Brill, in Schaufeli *et.al*, 2017). Burnout can also be said as a psychological syndrome that involves a prolonged response to stressors.

The psychological condition known as burnout develops due to a protracted reaction to ongoing interpersonal pressures at work. The three key dimensions of this response are overwhelming burnout, cynicism and detachment from work, ineffectiveness, and lack of accomplishment. The significance of this three-dimensional model is

that this model places an individual's experience of stress in a social context and involves the person's conception of himself and others (Maslach, C., & Leiter, M. P. (2016). Still, in his research, Maslach, C., & Leiter, M. P. (2016) stated that More than two decades of research on burnout had identified many organizational risk factors across many occupations in different countries 22,23. As previously mentioned, six main domains have been identified: workload, control, reward, community, fairness, and value. The first two areas are reflected in the Demand-Control model of job stress.

People who tend to experience burnout are those who work in the social sector or public services as described by Maslach (Darmawan, Silviani, Susilawati, 2015). with humans as service recipients. In other words, burnout is more common in people working in the social sector or community services.

Burnout can be defined as prolonged work stress. Etzion (in Schaufeli *et.al*, 2017) describes burnout as a latent process of psychological erosion caused by continuous work stress. In addition, Schonfels (in Bianchi *et.al*, 2015) describes Burnout as a symptom of depression as a result of an adverse work environment. Furthermore, according to Hayati & Fitria (2018) Burnout is a result that arises from too high pressure so that it hampers the pace of work. Symptoms of physical exhaustion, emotional, behavioral, and dissatisfied with oneself. Meanwhile, according to Oktarina (2017: 21) Burnout is a syndrome of fatigue, cynicism about work and reduced professionalism among employees in the work environment.

Workloads that are too light or too heavy will have an impact on the level of burnout for each employee, so that employees cannot work optimally. Employee performance can suffer as a direct consequence of burnout. Hera, Rasyidin, and Hasmin's (2016) study demonstrates that workload and burnout have a significant impact on performance.

Performance is the result of a person's efforts found by the ability of his personal characteristics and perceptions of his role in the job (Sutrisno, 2016). Furthermore, according to Raharjo & Sulistianingsih (2019, p. 19), performance is the ability to achieve or work a person's work that can be assessed and measured by performance standards in achieving organizational goals. According to

Isnari Budiarti (2019, p. 53). Performance appraisal must be equipped with competencies related to skills and knowledge, including communication, group collaboration, leadership, and analytical decision-making. The addition of competence in performance appraisal is expected to improve the process of employee performance appraisal.

If serving guests with different characteristics and this work is done continuously, it will reduce employee rest time, which will cause burnout. Therefore, social support is needed to reduce burnout.

Tyas Martika Anggriana, Silvia Yula Wardani, and Tita Maela Margawati (2016) mentioned that Social Support and Burnout significantly influence performance.

METHODOLOGY

Analyses that are descriptive and verifiable are used in this research method. Descriptive analysis provides an overview of information on the research findings for each variable, allowing it to be interpreted in accordance with the research needs. It does this by scoring and labeling the achievement category from the comparison results with the specified provisions. The verificative analysis is a data analysis that accumulates information required for statistically testing hypotheses. A cross-sectional survey design with an interviewer was utilized in this investigation.

The research was conducted on all employees of The Jayakarta Suites Bandung. Regarding the object of this research, the independent variable is social support and job saturation, and the dependent variable is employee performance. The samples studied were all employees in the food & beverage, engineering & sales marketing departments of The Jayakarta Suites Bandung as many as 31 employees with non-probability sampling, namely saturated samples.

Data collection techniques were used in several ways: library research, interviews, and questionnaires. The analysis used is a regression test technique, the coefficient of determination and hypothesis testing

Table 2 of the output results indicate that the coefficient of determination is 0.83, or 83.6%. This demonstrates that other factors, such as Perceptions Of Organizational Support, Organizational Citizenship Behavior, Quality Of

Work Life, Work Culture, and Work Environment, influence the effect of social support and job burnout on employee performance, which is valued at 0.164 or 16,4 percent.

RESULTS AND DISCUSSION

To obtain the results of all the statement items that have been submitted to the respondents, it would have to be tested through a validity test as follows:

1. The highest validity value for the Social Support variable is 0.830 in statement item number 11.
2. The highest validity value for the work saturation variable is 0.823 in statement item number 20.
3. The highest validity value for the Employee Performance variable is 0.911 on the statement item number 25.

It is clear from the data above that the statement items have a coefficient value greater than 0.355. This demonstrates that all of the submitted assertions have been deemed valid. Furthermore, each item of the statement is also tested for reliability. The reliability coefficient obtained from each variable is > 0.6 . Thus it can be interpreted that the questionnaire used to collect data related to the variables studied has shown accuracy, accuracy or consistency.

The coefficient of determination (R^2) describes the relationship between the independent variable and the dependent variable. The value of coefficient of determination is determined by looking at the following R square value (Table 1).

Table 1: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.914 ^a	.836	.818	3.164

- a. Predictors: (Constant), burnout, social support
- b. Dependent Variable: employee performance

Source: Authors' processed data, 2022

The contribution of work saturation and social support variables on employee performance is also calculated using the coefficient of determination (CD).

- $KD = R^2 \times 100\%$
- $KD = 0.914 \times 0.914 \times 100\%$
- $KD = 0.836$

Based on the above calculation, the coefficient of determination is 83.6%, which means that social support and job burnout affect employee performance by 83.6%, and the remaining 16.4% is influenced by other variables not examined in this research.

A partial test was conducted to ascertain the impact of each independent variable on the dependent variable. There are various criteria in the partial test, including the threshold of significance 0.05 and $t_{count} > t_{table}$. The following calculation results are shown in Table 2.

Table 2: Result of Multiple Linear Regression Equation

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-4.850	3.860		-1.257	.220
	Workload	.563	.233	.272	2.416	.023
	Social support	.268	.201	.211	1.329	.195
	Job burnout	.965	.244	.533	3.955	.000

a. Dependent Variable: ROA

Source: Authors' work

Multiple linear regression equations can be arranged as shown below based on the results in Table 2.

$$Y = -4,850 + 0,268X_1 + 0,965X_2$$

From the above equation, it can be seen that

the magnitude of the constant is 4.850. If the employee's workload, social support, and work saturation are worth 0 units, the employee's performance will be worth -4,850 units. Because the measurement of variables using a Likert scale between 1 to 5, the three variables may not be zero because the lowest Likert scale used is 1.

The value of the workload variable is = 0.563, if the employee's workload increases by one unit while social support and work saturation are constant, the employee's performance will increase by 0.563 units. This means that if the employee's workload increases with the assumption of work support and permanent work saturation, it will cause employee performance to increase as well.

The value on the social support variable is 0.268. If social support increases by one unit while workload and work saturation are constant, employee performance will increase by 0.268 units. This means that if social support increases with the assumption that workload and work saturation remain, it will cause employee performance also to increase.

The value of the work saturation variable is 0.965. If the saturation increases by one unit while the workload and social support are constant, the employee's performance will increase by 0.965 units. This means that if work saturation increases with the assumption that the workload and social support remain, it will cause employee performance to improve.

CONCLUSION AND RECOMMENDATION

Based on the analysis of multiple linear regression equations $Y = -4.850 + 0.268X_1 + 0.965X_2$, it can be said that Social Support has a positive effect on Employee Performance by 0.268, on the contrary, if Social Support decreases by 1 unit, it will reduce Employee Performance by 0.268. Work saturation has a positive effect on employee performance by 0.965. On the other hand, if work saturation decreases by 1 unit, it will reduce employee performance by 0.965. Based on the previous results, it can be obtained a Coefficient of Determination of 83.6%, which means that Social Support and Work Saturation affect Employee Performance by 83.6% and the remaining 16.4% is influenced by other variables not examined in this study.

The results of the descriptive research indicate

that the workload on the employees is in the Good category. With the use of work time that is felt to be sufficient even though there are still employees who have not met the target every day. Social support for employees is also classified as Good, indicated by feeling comfortable and accepted from the family, meaning that employees feel comfortable and feel accepted by their families even though there are still shortcomings in receiving attention from friends or relatives. Work boredom felt by employees. Good is reflected in employees not feeling worried if their work makes them more emotional and help from employees is not misused for personal gain.

Obtaining descriptive results of workload, social support, and work saturation with good category conditions impact employee performance in the Good category. All companies certainly expect this condition.

Based on the study results, the researchers provided input in the hope that there would be more improvement from the time before this study. The suggestions that can be given include: Like the workload, it will improve employee performance if the workload given to employees can be appropriately managed. Management of job relations will also have an impact on employee performance. We recommend that a good working relationship between employees and the company is always a significant concern. In addition, the workload provided by the company should not exceed the employee's ability limit. Social support should be considered, especially the support of appreciation among co-workers. The support for the award is in the form of respect and approval among co-workers. The respect that can be given, such as appreciating co-workers for their work, never criticizing the results of co-workers' efforts, and giving praise for the good achievements of co-workers. While approval, such as agreeing to good ideas given by coworkers and following good opinions.

Associated with work saturation, one should be able to pay attention to the needs of employees. Among them is motivating employees to make a priority scale to minimize work saturation.

The findings of this study demonstrate that workload has a partial impact on employee performance, as well as that partial work saturation has a partial effect on employee performance. However, for partial results, social support does not affect employee performance.

Furthermore, workload, social support, and work saturation simultaneously affect employee performance.

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