



JEMBA: Journal Of Economics, Management, Business, And Accounting

Journal Homepage: <https://ojs.unikom.ac.id/index.php/jemba/index>

Optimizing the Performance of SOE Employees in the Banking Sector by minimizing Workload, Burnout, and Job Stress

Arjuna Rizaldi¹, Nilam Sekar Sari²

¹ Universitas Komputer Indonesia, Arjuna@email.unikom.ac.id

² Universitas Komputer Indonesia, nlmsekarsari@gmail.com

INFO ARTIKEL

Riwayat Artikel

Received: 10-05-2022

Revised: 03-06-2022

Accepted: 30-07-2022

Keywords :

**Workload, Burnout,
Job Stress, Employee
Performance, Human
Resources**

ABSTRACT

This study aims to excavate and describe the impact of workload, work fatigue, and work stress on employee performance in state-owned banking companies in the city of Bandung. This research was descriptive and verification methods in nature. The sample used was 60 employees from a total of 150 populations using the Multiple Linear Regression method as an analysis tool. The findings of this study show that all independent variables, namely workload, work weakness, and work stress are described as being in fairly good condition. This shows that the workload, work fatigue, and work stress in the state-owned banking company in Bandung are not in alarming condition. Meanwhile, the dependent variable is employee performance in good condition, which means that even though employees feel workload, work fatigue, and work stress, they are still able to remain productive. In addition, the results of the hypothesis test found that there was a negative and significant influence between the independent variable and the dependent variable. The results of this study are expected to have an impact on controlling workload, work stress, and especially work fatigue, so as to optimize the performance of employees of state-owned banking companies in the city of Bandung.

.

ABSTRAK

Kata Kunci :
**Beban Kerja,
Kelelahan Kerja, Stres
Kerja, Kinerja
Karyawan, Sumber
Daya Manusia**

Penelitian ini bertujuan untuk menggali dan menggambarkan dampak dari beban kerja, kelelahan kerja, dan stres kerja pada kinerja karyawan di BUMN perbankan di kota Bandung. Penelitian ini bersifat deskriptif dan verifikatif. Sampel yang digunakan sebanyak 60 karyawan dari total 150 populasi dengan menggunakan metode Regresi Linear Berganda

sebagai alat analisis. Temuan penelitian ini menunjukkan bahwa semua variabel independen yaitu beban kerja, kelelahan kerja, dan stres kerja digambarkan berada dalam kondisi cukup baik. Hal ini menunjukkan bahwa beban kerja, kelelahan kerja, dan stress kerja di BUMN perbankan kota Bandung tidak berada dalam kondisi yang mengkhawatirkan. Sementara itu, variabel dependen yaitu kinerja karyawan dalam kondisi baik yang artinya walaupun karyawan merasakan beban kerja, kelelahan kerja, dan stress kerja namun masih mampu untuk tetap produktif. Selain itu hasil uji hipotesis menemukan bahwa terdapat pengaruh yang negatif dan signifikan antara variabel independent dan variabel dependen. Hasil Penelitian ini diharapkan memberikan dampak bagi pengendalian beban kerja, stress kerja dan terutama kelelahan kerja, sehingga mampu mengoptimalkan kinerja karyawan BUMN perbankan di kota Bandung.

1. INTRODUCTION

In an industrial situation, the more intense the world competition of banking banks is required to be able to increase their competitiveness, so companies are required to be able to optimize the performance of their employees, this shows that companies must be able to analyze things that can affect employee performance. Human resources must be managed and deployed in a balanced and humane manner to successfully achieve goals. With good human resources, the resulting performance will have an impact on the progress of the company. Human resource management, namely the science and art of managing the relationships and roles of employees to contribute to the goals of the company, employees and society in an effective and efficient way.

Often referred to as the "blood of the economy", the financial sector is a sector consisting of companies that provide financial services to commercial as well as retail customers. One of these state-owned banks is a national commercial bank that focuses on housing financing by providing Home Ownership Loans (KPR) to the wider community.

Budiarti's research (2018) found that organizations need employees to be able to carry out all activities in their management process. Employees are also an important thing for the company, due to the absence of employee participation, the company's activities cannot run. Employees whose performance is not good will definitely have a bad impact on the company, special attention from the leadership must be paid to employees to ensure that their performance can be maintained so that organizational goals can continue to be achieved.

Nganjuk (2018) said that various factors affect employee performance, one of which is workload, employees must meet the demands of the organization for their performance, as well as meet all predetermined grace periods, the existence of job demand that exceeds existing capabilities and has a serious impact on job satisfaction

Putri & Amanda (2022) said that, the amount of work that must be done, especially beyond work time, will definitely make employees exhausted, conditions like this are common when employees are required to complete work at about the same time, this makes employees burdened. In banking companies, sometimes employees miss the rest period to finish work and prefer to rest after their work is over, this makes the rest time in employees decrease, this condition makes employees experience burnout which is characterized by symptoms of feeling tired, difficult to think, not concentrating while working.

Sulastri & Onsardi (2020) found that stress experienced by employees can also have an impact on employee performance, this is because the incompatibility of employees with certain jobs brings inevitable stress to employees. Due to time pressure and excessive workload, employees feel pressured, the completion of urgent tasks and work results are not as expected. Stress experienced by employees for too long is a loss for the company, and prolonged stress causes employees to want to leave the company, resulting in one of the losses

Broadly speaking, the initial questionnaire that has been distributed to 30 employees at one of the banking companies in Bandung in this study as well as the employee data that has been studied, obtained a phenomenon regarding the workload of one of them, namely employees do not have enough time to complete all their work. Regarding work fatigue, employees experience physical fatigue or emotional fatigue which results in employees feeling dizzy, sleepy while working. Then regarding work stress that the work done is not in accordance with the skills or knowledge possessed.

This study analyzes how the picture of workload, work fatigue, work stress, and employee performance in one of the state-owned enterprises in the banking sector in Bandung, and finds out whether there is an influence on workload, work fatigue and work stress partially or simultaneously on employee performance in one of the state-owned banks in the banking sector in Bandung.

2. LITERATURE REVIEW

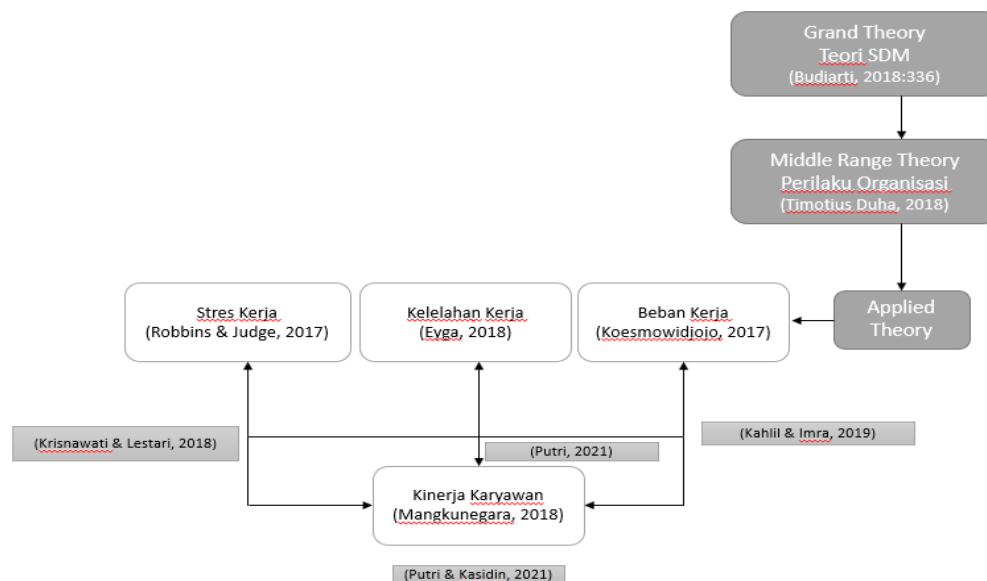


Figure 1. Literature Review

Workload is the number of hours worked including human resource work needed to complete a task within a certain time, this is according to Koesomowidjojo (2017) and is measured using 3 indicators, namely the target to be achieved, the use of working time and work conditions

Burnout is an individual's psychological response when experiencing stress in the work environment which can result in physical fatigue, emotional fatigue, incapacity, and decreased work capacity, measured by 3 indicators, namely low self-achievement, physical fatigue, and emotional fatigue (Eyga, 2018)

Job stress is a situation where a person is placed on a demand such as an employee in an uncomfortable environmental condition according to Robbins & Judge (2017) where which has several appropriate indicators, namely the role in the organization, relationships in the workplace, and intrinsic factors of work

Employee Performance means the results of an employee's work in carrying out tasks given in quality and quantity, according to Mangkunegara (2017) employee performance has several indicators, namely the implementation of duties, responsibilities, work quantity, and work quality

3. RESEARCH METHODS

The objects used in this study were the influence of workload, work fatigue, and work stress on employee performance at one of the state-owned banking companies in Bandung. Researchers used descriptive and verifiable methods with quantitative research data in this study. The analysis method uses multiple linear regression analysis. In this

study, data was collected through field research (field research)

The primary data source used was from a questionnaire of 150 employees in one of the state-owned enterprises in the banking sector in Bandung. In this study, the total sample was determined using the slovin formula, which was carried out by probability sampling, so that the sample used in this study was 60 employees

4. RESULTS AND DISCUSSION

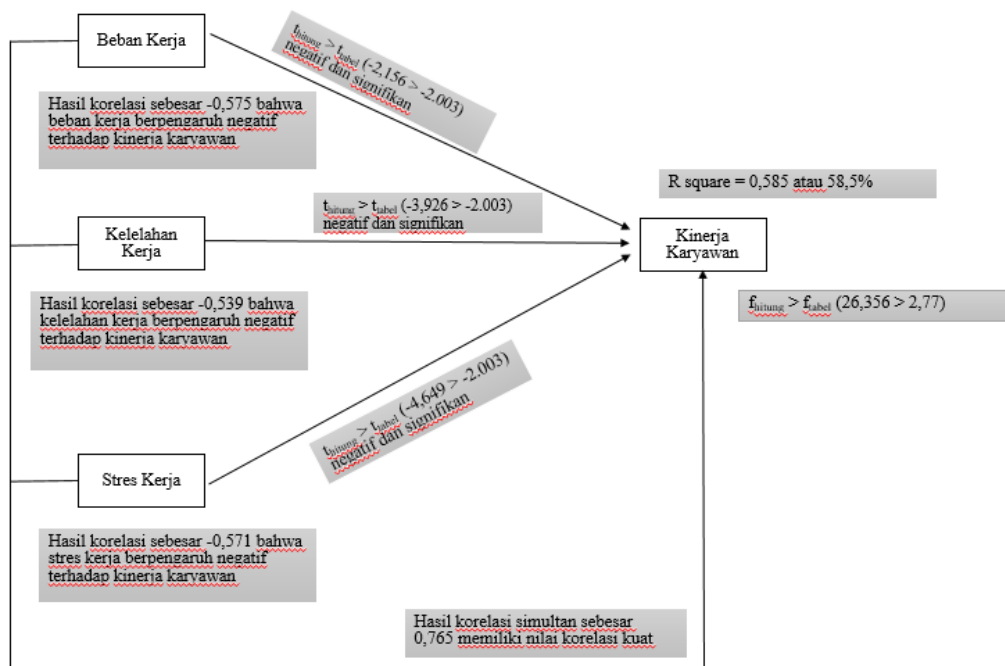


Figure 2. Results and Discussion

Figure 2 above explains the results of the coefficient of partial correlation of workload to employee performance, which is -0.575. The coefficient of partial correlation of burnout to employee performance is -0.539 where the higher the work fatigue, the lower the employee performance and the coefficient of partial correlation of work stress to employee performance is -0.571 where the higher the work stress, the lower the employee performance. Based on the criteria in the interval class range of 0.40 – 0.599 has a moderate correlation value, the correlation value is marked negative which means that the relationship that occurs between the two is not in the same direction. The results of the coefficient of simultaneous correlation of workload, work fatigue and work stress, which is 0.765, have a strong correlation.

For the results of the coefficient of simultaneous determination (R square) obtained 0.585 or 58.5% the result is the magnitude of the contribution of workload, burnout, and job stress to employee performance while the rest is $100\% - 58.5\% = 41.5\%$ influenced

by other variables such as ability, incentives, job satisfaction, and leadership.

The results of the T test found that the calculated value obtained of -2.156 was outside the ttable value ($-2.003 = > 2.003$), the calculated value exceeded the ttable value ($-2.156 > -2.003$) and the significance value was $0.000 < 0.05$. In accordance with the hypothesis testing criteria that H_0 is rejected and H_1 is accepted means that the workload has a negative and significant effect on employee performance. This is in line with the research of Lukito & Alriani (2018). The calculated value for the work fatigue variable (X_2) of -3.926 is above the ttable value ($-2.003 = > 2.003$), the calculated value exceeds the ttable value ($-3.926 > -2.003$) and the significance value of $0.000 < 0.05$. In accordance with the hypothesis testing criteria that H_0 is rejected and H_1 is accepted means that work fatigue has a negative and significant effect on employee performance. This is in line with Yogistutanti's research (2020) work fatigue has a negative and significant effect on employee performance, where employees who experience high fatigue, their employee performance will decrease. For the work stress variable (X_3) the calculated value exceeds the ttable ($-4.649 > 2.003$) Hypothesis testing criteria that H_0 is rejected and H_1 is accepted, meaning that partially work stress has a negative and significant effect on employee performance. This is in line with research by Lukito & Alriani (2018) that work stress has a negative and significant effect on employee performance

The results of the F test used a significant level of 5%. The calculated value exceeds the fable value ($26.356 > 2.77$) H_0 is rejected and H_1 is accepted, then simultaneously workload, burnout, and job stress have a significant effect on employee performance in one of the state-owned banks in the banking sector in the city of Bandung

5. CONCLUSION

Workload is measured using 3 indicators, namely the use of working time, working conditions, and targets that must be achieved. The workload on employees at one of the state-owned companies in Bandung is quite good and there is still something to be improved on the lowest indicator, namely the use of working time, where there are still employees who work on rest periods for various reasons, often they work with limited time. This situation forces the employees to prioritize work over rest. Work fatigue is measured using several indicators, namely low self-achievement, physical fatigue, and emotional fatigue. Employee burnout is one of the criteria for being quite good or quite tired, because there is one of the lowest indicators that still has to be corrected, namely physical fatigue, where there are still employees who work not optimally due to physical fatigue, constant fatigue can cause disease. Job Stress is measured using several appropriate indicators, namely the role in the organization, relationships in the workplace, and intrinsic factors in work where the condition of the indicator is in the category of quite good because there is still something to be improved because one of the indicators has a low value, namely the role in the organization, where there are employees who are

burdened which should not be their task. The boss gives other tasks while the tasks being done have not been completed, so their main tasks are not completed. Employee performance is measured according to 4 indicators, namely the quantity of work, quality of work, responsibility, and implementation of duties are included in the category that is quite good but still not ideal because one of the indicators that has a low value is the indicator of work quantity where there are some employees who are still not optimal in doing work so that the specified target is not achieved properly

REFERENCE

- Johan, J., & Saragih, T. A. (2021). Pengaruh Stres Kerja, Motivasi dan Displin Terhadap Kinerja Karyawan PT. Mitra Bandar Niaga. *SOSEK: Jurnal Sosial dan Ekonomi*, 2(2), 104-109
- Karina, V., Gadzali, S. S., & Budiarti, I. (2020). Pengaruh Lingkungan Kerja Terhadap Kinerja Karyawan Pada Pt. Hade Dinamis Sejahtera. *The World of Business Administration Journal*.
- Maduningtias, L., Narimawati, U., Affandi, A., Priadana, S., & Erlangga, H. (2022). Pengaruh Budaya Organisasi dan Kepemimpinan terhadap Kinerja Karyawan pada PT. Indomarco Pristama Kebayoran Lama. *JIIP-Jurnal Ilmiah Ilmu Pendidikan*, 5(4), 1206-1213
- Lestary, L., & Chaniago, H. (2017). Pengaruh Lingkungan Kerja Terhadap Kinerja Karyawan. *Jurnal Riset Bisnis Dan Investasi*, 3(2), 94-103
<https://doi.org/10.35697/jrbi.v3i2.937>
- Lukito, L. H., & Alriani, I. M. (2019). Pengaruh beban kerja, lingkungan kerja, stres kerja terhadap kinerja karyawan pada PT. Sinarmas distribusi nusantara Semarang. *Jurnal Ekonomi Manajemen Akuntansi*, 25(45).
- Kimura, T., Bande, B., & Fernandez-Ferrín, P. (2018). Work overload and intimidation: The moderating role of resilience. *European Management Journal*, 36(6), 736-745.
- Habeahan, D. N., Yogisutanti, G., & Fuadah, F. (2020). BEBAN KERJA, STRES KERJA DAN KELELAHAN KERJA PADA KARYAWAN PABRIK SEPATU DI SUKABUMI. *PIN-LITAMAS*, 2(1), 185-194
- Rizaldi, A. (2021). Pengelolaan Kinerja Karyawan Melalui Kecerdasan Emosional Dan Stres Kerja. *Journal Of Applied Business Administration*, 5(1), 34-43
- Susilawati, E., & Mulyana, A. (2018). Pengaruh Penjualan dan Biaya Operasional terhadap Laba Bersih pada PT Indocement Tunggul Prakarsa (Persero) Tbk Periode Tahun 2010-2017. *Organum: Jurnal Saintifik Manajemen dan Akuntansi*, 1(2), 74-87
- Sriyanti, A. (2019). *Pengaruh Kelelahan Dan Stres Kerja Terhadap Kinerja Perawat Wanita Rsud Rokan Hulu* (Doctoral dissertation, Universitas Pasir Pengaraian).