

Work-family conflict on burnout: the mediating of work stress

Gita Widya¹, Mega Asri Zona^{2*}

¹Department of Management, Faculty of Economics, Universitas Negeri Padang, Padang, Indonesia

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ABSTRACT

The goal of this study was to examine the impact of work-family conflict on burnout at PT. Bank Pembangunan Daerah Sumatera Barat, using job stress as a moderating variable. This study employs a quantitative approach. Employees of PT. Bank Pembangunan Daerah Sumatera Barat comprised the study's population. While the sample size was 155 workers. Data collection is accomplished by the distribution of questionnaires, and data processing is accomplished through the use of a smart PLS. Work family conflict has a positive and significant effect on burnout, work stress has a positive and significant effect on burnout, and work family conflict has a positive and significant effect on burnout with work stress as a mediating variable, according to the findings of this study.



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* Corresponding author: e-mail: gwidya36@gmail.com

INTRODUCTION

Burnout is a syndrome related to a person's health condition and associated with pressure or stress at work. Burnout causes employees to feel that the work they do is very tiring and drains their emotions, time, and energy. Xiaoming et al., (2014) Burnout is defined as a developmental process in which an individual is irritated and emotionally transformed as a result of coping with job stress, resulting in interpersonal conflict and then shielding himself with emotional degeneration. While Kusumawati and Dewi (2021) say burnout is physical fatigue, mental, and emotional that occur due to stress sustained in the long term and involves high emotions. Burnout can occur to an employee when his emotional condition is unstable and the stress experienced by the employee is prolonged.

There are many factors involved with burnout, including work-family conflict and work stress (Smith et al., 2018). In addition, according to Baron and Greenberg (Agustina and Sudibya, 2018) there are two factors that cause burnout, namely external factors, and internal factors, external factors such as poor workplace conditions, lack of promotion, rigid work rules, job demands, and leadership style. While the internal factors include age, gender, self-esteem, and personality characteristics.

According to Gold and Roth, (2013) burnout or burnout is the impact caused by the effort and results that are done not in accordance with what has been done. Employees will feel tired, sensitive, frustrated, and lose sympathy for others caused by the difficulties they are experiencing. Wijaya and Wibawa (2020) explain that employees who experience emotional exhaustion, lack of self-respect, or commonly referred to as work burnout (burnout) will cause the company's operations to not be

created properly. So, the problem of burnout must be resolved immediately because burnout will have a bad impact on the company.

The problem of burnout has a broad relationship with work-family conflict among employees. According to Rubbab (2017), work-family conflict is explained as a form of the role conflict between the pressures received by work and family that is at odds with each other because contributions in one role affects the other. Wang et al., (2012) explained that work-family conflict is a two-way conflict that comprises both work conflict impacting family (WIF) and family conflict affecting work (FIW). This assertion is backed up by research Wijaya and Wibawa (2020) which states that work-family conflict has a positive influence on burnout, so the higher the conflict experienced by employees, the higher the burnout felt by employees. Laeeque (2014) states the same thing that work-family conflict (family interference with work and work interference with family) has a significant positive effect on employee burnout in the Pakistani banking sector.

In addition to the work-family conflict that will affect the occurrence of burnout is work stress. Gibson (2013) argue that the burnout experienced by each individual employee will be higher if the employee experiences excessive work stress in completing his duties and responsibilities. Based on the research results, work stress can mediate the relationship between work-family conflict and burnout. If employees experience high work stress while carrying out one particular role in the company, they will find it difficult to meet other expectations (Laeque, 2014). This is in accordance with Rubbab (2017) which concludes that there is work stress mediating the relationship between work-family conflict and burnout.

The research will be conducted on employees of the company PT. Bank Pembangunan Daerah Sumatera Barat or often known as Bank Nagari is a Regional Owned Enterprise (BUMD) which is engaged in services (banking or finance). Bank Nagari is at Jl. Pemuda No. 21, Padang, West Sumatra. Bank Nagari always conducts business expansion along with improving services to customers in various fields of banking services, both in the form of operational services and e-banking. The reason behind doing this research is in the context of Nagari Bank converting from a conventional bank to an Islamic bank, will have an impact on the work of its employees. Employees will certainly have additional work so that the responsibilities possessed by employees will be higher so that employees do not have time with their families. The bank is also a characteristic of work that focuses on humanitarian services and works closely with people who often experience feelings of physical and psychological fatigue. This happens because employees have very large duties and responsibilities, such as a large number of customers of PT. Bank Pembangunan Daerah Sumatera Barat (Bank Nagari) which must be served.

LITERATURE REVIEW

Burnout

According to Nugroho et al., (2016) stated that burnout is a psychological syndrome that starts from fatigue both mentally, physically, and emotionally which can interfere with work so that personal achievement decreases. Kelly et al., (2020) Burnout is a psychological condition in which employees experience mental exhaustion, a loss of commitment, and a drop in motivation. According to Kusumawati and Dewi (2021) burnout is physical fatigue, mental, and emotional that occur due to stress sustained in the long term and involves high emotions. Based on the descriptions of several experts, it can be interpreted that a burnout is a condition that is created due to a mental and physical fatigue triggered by work stress in the long term which cause employees to feel tired with their work.

The indicators that can be used to measure burnout are put forward by Boles et al., (2000), namely: Emotional Exhaustion, Depersonalization, and Personal accomplishment

Work Family Conflict

Utaminingsih (2017) work-family conflict is a conflict that occurs simultaneously as a result of pressure from two or more roles that are expected, but one role can conflict with another. Febri et al., (2019) Explain that work family conflict is a conflict that arises at work as a result of family influences or workplace issues. Yang et al., (2012) explained that work-family conflict is a two-way conflict which includes work conflict affecting family (WIF) and family conflict affecting work (FIW). Wang et al., (2012) WIF (work interfering family conflict) is a form of two-way conflict that includes conflict created by work that affects family-related responsibilities, and FIW (family interference with work) is a form of role conflict that occurs because of the pressure created by the family that affects work-related responsibilities (Dharmapatni and Mujati, 2019).

The indicators that can be used to measure work-family conflict are stated by Fassa & Miftahuddin (2014), namely: Time Based Conflict, Strain Based Conflict, and Behavior Based Conflict.

Work Stress

Naqvi et al., (2013) Work stress is defined as a sensation suppressed or felt by employees when coping with their work. Mahawati et al., (2021) Work stress can occur because there is no balance between the personality characteristics of employees and the characteristics of aspects of their work and can occur in all conditions of employees.

Meanwhile, Rivai and Mulyadi (2012) states that a dangerous situation or encouragement to objects in the environment has an external influence on someone called stress. Based on the description above, it can be concluded that work stress is a condition where employees feel their thoughts and growth feel depressed caused by work so that employees are not enthusiastic and hopeless in completing their work.

The indicators that can be used to measure work-family conflict are stated by Mangkunegara (2015): Task Demand, Role Demand, Interpersonal Claims, Organizational Structure, and Organizational Leadership

Relationship Between Variables

1. Relationship between work-family conflict and burnout.

Work-family conflict is a severe issue if an employee believes that the responsibilities of work and family cannot be balanced, causing weariness at work. According to Wijaya and Wibawa (2020) burnout is influenced by work-family conflict. Rubbab (2017) According to his findings, there is a considerable association between work-family conflict and burnout. The results obtained that high work-family conflict greatly affects burnout. Zulkarnain et al., (2015) also explained that work-family conflict has a positive influence on burnout, it can be seen that excessive work-family conflict has a positive influence on the burnout attitude.

2. Relationship between work-family conflict and work stress

Work-family conflict is an activity that is accepted by employees that require expertise in solving it and must be done within a certain period of time which causes work stress. According to Bazana and Dodd (2013), the work-family conflict has a positive effect on work stress. Agustina and Sudibya (2018) also conclude that work-family conflict affects work stress.

3. Relationship between work stress and burnout.

Work stress is a state of tension that generates a physical and psychological imbalance in an employee's emotions, mental processes, and working conditions. According to Priyantika (2018), it shows that there is a significant positive effect between work stress on burnout. Satriyo (2014) said that work stress has a direct significant effect on burnout. This indicates that the more the work stress, the greater the burnout. On the other side, the lesser the lecturer's work stress, the lower the burnout

4. The relationship between work-family conflict and burnout with work stress as a mediation

Based on the conceptual framework, Stress at work can act as a buffer between work-family conflict and burnout. Work stress created by work-family conflict has a high potential to create burnout, because employees feel tired physically, mentally, and emotionally. This is in accordance with Rubbab research (2017) which states that work stress is able to mediate the effect of work-family conflict on burnout in a positive and significant way, this condition means that the higher the level of work-family conflict experienced, the higher the work stress carried, so it is likely higher burnout.

Conceptual Framework

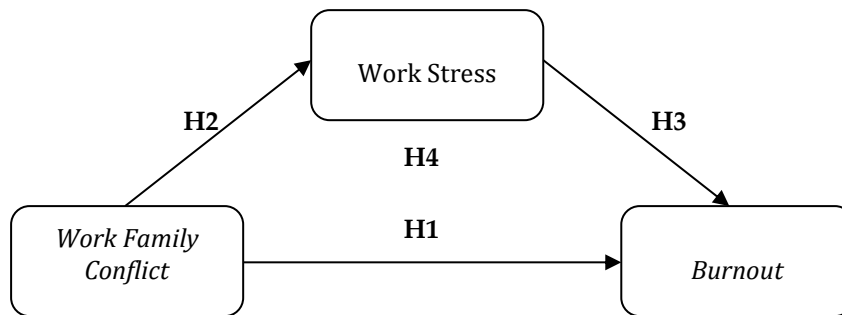


Figure 1. Conceptual Framework

Based on the picture above, the conceptual framework of this study may be defined as follows:

H1: Work-Family Conflict has a significant effect on Burnout at PT. Bank Pembangunan Daerah Sumatera Barat.

H2: Work-Family Conflict has a significant effect on work stress at PT. Bank Pembangunan Daerah Sumatera Barat.

H3: Work stress has a significant effect on Burnout at PT. Bank Pembangunan Daerah Sumatera Barat.

H4: Work-Family Conflict has a significant effect on Burnout through Work Stress as a mediation of PT. Bank Pembangunan Daerah Sumatera Barat.

METHOD

Population dan Sampel

This is a quantitative research design. This study's population consisted of all workers at PT. Bank Pembangunan Daerah Sumatera Barat, totaling 254 people. Sampling in this study is a proportional random sampling cluster technique where this technique is used if the population does not consist of individuals, but groups of individuals or clusters (Sugiyono, 2014). Data collection in this study used a questionnaire with a Likert scale, then analyzed with the Structural Equation Model (SEM) with the help of SmartPLS 3.0.

RESULT AND DISCUSSION

Respondent Description

The characteristics of the respondents used in this study were based on gender, age, last education, and length of service.

Tabel 3. Respondent Description

Characteristic	Category	Amount	Percentage
Gender	Male	100	64,52%
	Female	55	35,48%
Age	<= 25 Years	5	3%
	26 – 30 Years	28	18%
	31 – 35 Years	46	30%
	36 – 40 Years	41	26%
	41 – 45 Years	21	14%
	46 – 50 Years	9	6%
	> 50 Years	5	3%
Last Education	SMA/Sederajat	2	1,29%
	Diploma	11	7,10%
	Sarjana (S1)	134	86,45%
	Pasca Sarjana	8	5,16%
Years of Service	< 1 Years	1	0,65%
	1 – 5 Years	28	18,06%
	6 – 10 Years	40	25,81%
	11 – 15 Years	46	29,68%
	16 – 20 Years	19	12,26%
	> 20 Years	21	13,55%

Descriptive Analysis Results

1. *Burnout*

The results of the calculation of the distribution of burnout variables consist of 3 indicators and 17 question items. The following will explain the distribution of the burnout frequency of employees of PT. Bank Pembangunan Daerah Sumatera Barat shows an accumulated average score of 3.1 and a TCR of 61.07% where this value is categorized as adequate.

2. *Work Family Conflict*

The results of the calculation of the distribution of burnout variables consist of 3 indicators and 7 question items. The following will explain the frequency distribution of work-family conflict employees of PT. Bank Pemabngunan Daerah Sumatera Barat shows an accumulated average score of 3.04 and a TCR of 60.87% where this value is categorized as sufficient.

3. *Work Stress*

he results of the calculation of the distribution of burnout variables consist of 5 indicators and 10 question items. The following will explain the distribution of the burnout frequency of employees of PT. Bank Pembangunan Daerah Sumatera Barat shows an accumulated average score of 3.0 and a TCR of 60.48% where this value is categorized as adequate.

Validity Test Results

Sugiyono (2015) A validity test is used to prove that the technique used really measures the concept in question. A data is said to be valid if it meets Average Extracted, then the AVE test that must be met must be equal to or above 0.5. The validity test results are shown in the table below:

Tabel 2. Dicriminant Validity (AVE)

Variabel	AVE
<i>Burnout</i>	0,504
Stres Kerja	0,616
<i>Woek Family Conflict</i>	0,509

Source: Results from processing SmartPLS (2021)

The AVE values of all variables have met the requirements ($AVE > 0.5$) so that the indicators in this study can be said to be valid and meet the convergent validity as measured by the outer loading value and the AVE value.

Reliability Test

Abdillah and Hartono (2015) A reliability test is used to assess respondents' consistency in responding the research instrument's question items. A variable can be said to be reliable if it has Cronch alpha > 0.6 and Composite Reliability > 0.7 . Following are the results of the reliability test data processing:

Tabel 3. Hasil Uji Reliability

Variable	Cronbach's Alpha	Composite Reliability
Work Family Conflict	0,857	0,879
Work Stress	0,922	0,941
Burnout	0,924	0,917

Source: Results from processing SmartPLS (2021)

It can be seen in the table that the Cronbach alpha value is > 0.6 and the composite reliability is > 0.7 . This proves that the variables used to meet the requirements and are declared reliable.

R-Square

Hair et al., (2017) The R-Square value can be used to assess the effect of certain independent variables on the dependent variable. The R-Square value can be seen as follows:

Tabel 4. R-Square Analysis Results

Variabel	R square	R square Adjusted
Burnout	0,405	0,397
Stres Kerja	0,381	0,377

Source: Results from processing SmartPLS (2021)

It can be seen that the R-Square value of the burnout variable is 0.405. So it can be indicated that 40.5% of burnout variables can be influenced by work-family conflict and work stress. Meanwhile, the R-Square of work stress variables is 0.381 which can be indicated that 38.1% of work-family conflict variables affect work stress.

Hypothesis Testing

Hypothesis testing is carried out if all the data has met the measurement requirements by using the bootstrapping function in the SmartPLS 3.0 software. a hypothesis can be accepted if the significance level is < 0.05 or the t-value exceeds the critical value. The t-statistic value for the 5% significance level is 1.96 (Hair et al, 2017).

Tabel 5. Result of Inner Model Analysis

	Original Sample (O)	Sample Mean (M)	Standart Deviation (STDEV)	T Statistics (\O/STDEV\)	P Values
Stres Kerja -> Burnout	0,505	0,512	0,081	6,263	0,000
Work Family Conflict -> Burnout	0,185	0,185	0,083	2,231	0,026
Work Family Conflict -> Stres Kerja	0,617	0,627	0,047	13,076	0,000

Source: Results from processing SmartPLS (2021)

1. Work stress has a significant effect on burnout with t-statistic > 1.96 which is 6.263 and the hypothesis is accepted.
2. Work-Family Conflict has a significant effect on Burnout with t-statistic > 1.96 which is 2.231 and the hypothesis is accepted.
3. Work-Family Conflict has a significant effect on work stress with t-statistic > 1.96 which is 13.076 and the hypothesis is accepted.

Indirect Effect Hypothesis

Tabel 6. Result of the Indirect Effect Hypothesis (Outer Model)

	<i>Original Sample (O)</i>	<i>Sample Mean (M)</i>	<i>Standart Deviation (STDEV)</i>	<i>T Statistics (\O/ST DEV\)</i>
Work Family Conflict (X) → Stres Kerja (Z) → Burnout (Y)	0,312	0,322	0,058	5,351

Source: Results from processing SmartPLS (2021)

1. Work-Family Conflict has a significant effect on burnout through work stress as a mediation. The path coefficient is 0.312 with t-statistic > 1.96 which is 5.351 and the hypothesis is accepted.

CONCLUSION

Based on the study aims, issue formulation, and research findings, as well as the previously described debate, the following conclusions can be drawn:

1. There is a direct and significant and positive effect between work-family conflict and burnout on employees of PT. Bank Pembangunan Daerah Sumatera Barat.
2. There is a direct and significant and positive effect between work-family conflict and work stress on employees of PT. Bank Pembangunan Daerah Sumatera Barat.
3. There is a direct and significant and positive influence between work stress and burnout on employees of PT. Bank Pembangunan Daerah Sumatera Barat.
4. There is a direct and significant and positive effect between work-family conflict and burnout on employees of PT. Bank Pembangunan Daerah Sumatera Barat. with work stress as a mediation.

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