

The Effect of Working Environment on Burnout in Millennial Employees in Jakarta with Job Performance as Moderating Variable

Yosef Dedy Pradipto¹ Muhammad Ihsan Ibrahim^{2*}

¹Psychology Department, Bina Nusantara University, West Jakarta 11480, Indonesia

²Entrepreneur, West Jakarta 11480, Indonesia

*Corresponding author. Email: muhammad.ihsanibr@gmail.com

ABSTRACT

So many people want to work in Jakarta and after a brief observation, the researcher see that there are some employees in Jakarta who are having conditions in their working environment that refer to burnout. Also, if the working environment cannot meet the individual need, it refers to poor performance. Therefore, the purpose of this research is to determine the effect of working environment on burnout in millennials employees in Jakarta with job performance as a moderating variable. The participants of this research are 500 millennial employees (19-39 years) in Jakarta. Data collection technique used in this research is through questionnaires. The work environment was measured by the instrument modified from the work-environment theory. Burnout was measured using the Maslach Burnout Inventory (MBI). Performance was measured by the instrument made by Pisel Loupatty modified from John Miner theory. The results show that the work environment significantly affects burnout, and job performance does not become a moderating variable in the influence of the working environment on burnout.

Keywords: Work environment, burnout, job performance, millennial employees

1. INTRODUCTION

The increase of massive technology to the layers of society in the last few decades has caused drastic disruption to the world. Change caused by technological advances include: the way in which businesses are created, when, where and how people do their work, as well as the way individuals interact and communicate with each other [14]. This shows that right now we are facing the digital age known as industry 4.0. The fourth industrial revolution or Industry 4.0 is different from the previous industry, where technology plays a far greater role in wealth creation and socio-political stability [14].

In the digital age, generation Y is a much more competent user of Information and Communication Technology (ICT) compared to the previous generations [11]. Generation Y or commonly known as millennials are individuals who born between 1980s and 1990s and they started to work in the 2000s [13]. Millennials grow in the digital era, so that they they are more likely to understand the digital communication and technology than the revious generations [5].

According to Pyöriä et al. [11] millennials entered the workforce in the 2000s. Until now, the majority of employees were millennials. This is in accordance with the researcher's observation during the researcher's internship

program. In addition, researcher also conducted a brief observation about the behavior of employees. From the brief observation, it was found that several employees feel uncomfortable with their work environment because they don't have good relationship with their supervisor. There are also employees with a lot of workload, who ends up working late into the night. After researcher conducted a brief observation at the internship program, the researcher interviewed thirty millennial employees in Jakarta to find out more broadly about the existing working environment condition.

Table 1 Interview Result

Conditions	Respondent
Bad relationship with supervisors	4
Fatigue due to excessive workload	17
Salaries and workload do not match	4
Pressure from supervisor and coworkers	5
Inability in doing a task	2
Bad relationship with coworkers	1
Unsupportive work environment	5

The table above are the answers obtained when the working condition of millennials in Jakarta are questioned. From the table above, the conditions in the working environment refer to the dimensions of burnout according to Maslach and Leiter [7]. The researcher sees that the conditions in working environment indicate the occurrence of burnout in millennials employees in Jakarta.

Sedarmayanti [15] said that the work environment are all of the circumstances that affect employees both directly and indirectly. There are two type of environment: tangible working environment and intangible working environment [15]. Burnout determined as an emotional and physical fatigue syndrome that affect someone's skills, bad attitudes at work, and deficiency of interest. [1]. Maslach and Leiter [6] defined burnout as a syndrome that appears as a prolonged response to chronic interpersonal stressors at work. The three key dimensions of burnout are extreme fatigue; cynical feelings and alienation from work; feelings of ineffectiveness and lack of achievement [6].

Aloja et al. [1] said if the work environment can't meet the individual needs, it refers to the occurrence of negative consequences. The one example of negative consequence is poor performance of employee. Performance is the ability of employees to do certain skills [18]. Performance is needed because with performance it can be seen how far their ability to carry out tasks that are burdened with it.

1.1. Working Environment

According to Sedarmayanti [15] working environment is all of the circumstances that affect employees both directly and indirectly. She divided the environment into tangible working environment and intangible working environment. Massoudi and Hamdi [9] define the work environment as a location where tasks are completed. When it comes to the workplace, the working environment involves the physical geographic location as well as the immediate environment of the workplace, such office construction.

Based on the explanation above, the researcher formulates the work environment as factors that affect one's productivity and work activities. In this study, the researcher refers to the theory presented by Sedarmayati. Sedarmayanti is a professor as well as a professor at one of the universities in Indonesia, he has also written many books on organization and management.

1.2. Burnout

Burnout defined as a syndrome of Burnout determined as an emotional and physical fatigue syndrome that affect someone's skills, bad attitudes at work, and deficiency of interest [1]. According to Aloja et al. [1] the outcome of chronic stress in the working environment defined as Burnout. Burnout also determined as an effect of a working environment that fails to support employees to do their tasks [1]. Burnout is a prolonged response to chronic interpersonal stressors at work that became psychological syndrome that appears. [7].

Based on the explanation above, the researchers formulated burnout as a syndrome of emotional and physical exhaustion that reduces productivity and loses interest. In this study, the researcher refers to the theory presented by Christina Maslach. Christina Maslach is known as one of the pioneers of research on burnout and has a measuring instrument called the Maslach Burnout Inventory.

1.3. Job Performance

If the work environment cannot meet individual needs, it will reduce the energy and enthusiasm of workers. This bring out somen bad consequences such as high absenteeism, bad job performance and personality disorder [1]. According to Yusuf [20] performance is the ability of employees to do certain skills. Performance is needed because with performance it can be seen how far their ability to carry out tasks that are burdened with it.

2. METHODS

2.1. Characteristics of Research Participants

In this research, the sample used is the millennial generation. Millennials are known as the generation born between 1980 and 2000 [10] and grew up in industry 4.0 Kaifi et al. [5]. Characteristics of the research subjects in this research are millennials (aged 19-39 years), having the status as a contract employees / permanent employees / freelancer and working in the Jakarta area (North Jakarta / Center Jakarta / West Jakarta / South Jakarta / East Jakarta).

2.2. Measuring Instrument

To obtain a usable measuring instrument, a research must be valid and reliable. In this research, the validity test used are face validity and content validity. Gravetter and Forzano [3] said face validity is a scientific form that concerns whether a measurement appears to measure what is claimed to be measure. Content validity requires a measure that represents all aspects of the conceptual definition of a construct [12]. Face validity is done by reading the readability test to ten millennials employees, while content validity is done by using expert judgement. Expert judgement in this research was conducted by experts in the field of industrial and organizational psychology namely Dr. Yosef Dedy Pradipto L.Th., M.Hum., M.Si, Mr. Rahmanto Kusendi Pratomo, ST., M.Psi, and Mrs. Murty Magda Pane, ST., M.Si. After each item has passed the validity test, a pilot study is conducted and get 50 participants.

After a pilot study conducted, the next test is a reliable test. Gravetter and Forzano [3] said that basically, reliability is the stability or consistency of measurement produced by certain measurement procedures. In the working environment's measuring instrument, 2 of the 13 items must be eliminated and the Cronbach's alpha value is 0.713 after

eliminated. The burnout measuring instrument has 19 items and one of it must be eliminated so that the Cronbach's alpha becomes 0.874, whereas for performance measurement instrument, 3 out of 12 items must be eliminated and have Cronbach's alpha value of 0.797. This research used four Likert scales, the number starts from 1 = Strongly Disagree, 2 = Disagree, 3 = Agree, 4 = Strongly Agree.

3. RESEARCH DESIGN

This research is a quantitative research. According to Yusuf [20] if the data collected is in the form of quantitative data or other types of data that can be quantified and processed using statistical techniques is called quantitative method. Gravetter and Forzano [3] said quantitative research is based on the measurement of variable in each participant to obtain scores in numerical values that are processed using Statistical Product and Service (SPSS) and the results will be evaluated and interpreted. Quantitative research refers to the fact that this type of research examines such as size, quantity, duration, and amount [3].

In this research, sampling technique used by the researcher is non-probability sampling. In non-probability sampling the population not fully known, individual probabilities cannot be known and sampling methods are based on such common sense or convenience, so that representation can be maintained and bias can be avoided Gravetter & Forzano [3]. The type of sampling that researchers use in this research is convenience sampling. Gravetter and Forzano [3] said that convenience sampling is a way to obtain samples by selecting participants who are easy to get. This method can make it easier for researcher to get the sample, but the possibility of the sample obtained is biased. According to Neuman [12] convenience sampling is a non-random sample where anyone was selected based on whom the researcher came across.

Before this research was started, the researcher looked for interesting phenomena in relation to the topics. The phenomenon was found during the researcher's internship program, by conducting observations and discussions with several employees. After the researcher was convinced by the topic, the researcher conducted brief interviews to thirty millennials employees in Jakarta about their working conditions. In the interviews, the researcher tried to explore more broadly about what the employees felt about their working environment. The next step is to collect data from books (textbooks and e-books), journals and articles that are relevant to the research. After the data obtained was enough, the researcher formulated the research problems, researched objectives and researched advantages. Researcher also formulated hypotheses and determined the characteristics of research subjects to be sampled in this research. After that, researcher start to look for the measuring instrument related to the variables in this research and make the blueprints.

After getting all the measuring instrument, the researcher conducted a discussion with the supervisor regarding to the measuring instrument. When the measuring instrument was

approved, the researcher conducted face validity by asking 10 millennials to read and give feedback to the existing items. Then, the researcher conducted an expert judgment to see the content validity. Expert judgment was conducted by asking for assistance to three experts in the field of Industrial and Organizational Psychology. After that, a pilot study was conducted to 50 millennials employees in Jakarta to determine the validity and reliability of each measuring instrument before conducting a field study. The researcher then collected the data by distributing questionnaires to millennial employees in Jakarta through online surveys.

After getting the results of the questionnaire data that has been filled out by the respondents, researcher then assessed, calculated and tabulated the data obtained. In addition, the researcher conducted data analysis with statistical methods to test the research hypotheses and made the conclusions. The method used in this research to process data was to use validity, reliability and regression tests. In this research, the analytical method used to process data was linear regression. Gravetter and Forzano [3] said that for linear regression one variable (X) is used to predict one (Y). According to Sujarweni [19] sample linear regression is a regression that has one dependent variable and one independent variable.

4. RESULT AND DISCUSSION

In this part, the demographics will be explained in more detail of 500 respondents by age and sex. The characteristics in this research are millennial employees in Jakarta. The techniques used to collect the data is online questionnaires. The result of data obtained are processed using the SPSS.

Table 2 Demographics of Respondents by Age

Age	Total	Percentage
19 – 25	366	73.2%
26 – 30	88	17.6%
31 – 35	32	6.4%
35 – 39	14	2.8%
Total	500	100%

According to the age table above, the majority of the participants are in the age range 19-25 years with 266 participants or 73%. Participants at the age of 26-30 years totaled 88 or 17.6%, for ages 31-35 are 32 participants or 2.8%.

Table 3 Demographics of Respondents by Sex

Sex	Total	Percentage
Men	150	40%
Women	350	60%
Total	500	100%

From the sex table above, the participants of this research are predominantly women. The number of women of this research is 350 participants or 60%, while men totaled 150 participants or 40%.

4.1. The Effect of Working Environment on Burnout in Millennials Employees in Jakarta

Based on the data processed, we model the effect of working environment on burnout in millennial employees in Jakarta with job performance as a moderating variable. Based on the first model, there are some indicators on three variables: working environment, job performance, and burnout. Those have a loading factor value < 0.4 . It means the next indicator with a loading factor value < 0.5 will be issued.

The loading factor defined as correlation value between the indicator and its latent construct. In most of the social studies, the measurement of a construct is very often done indirectly through its indicators. Indicators with great loading factors have a greater contribution to explain the latent construct. Conversely, indicators with low loading factors have weak contributions to explain the latent construct. In most references, a factor weight of 0.50 or more is considered to have strong enough validation to explain latent constructs Joseph et al. [4]. In this study, the acceptable value limit is 0.40. The result is in Figure 1.

After the indicators with loading factor < 0.40 is removed, there will be a change in the coefficients between variables, as shown in Figure 2.

Moreover, according to the bootstrapping analysis conducted using the SmartPLS application, the P-value of the working environment on burnout is 0.000 or lower than 0.05. It shows that the job working environment affects burnout directly. The effect of job performance on burnout also has P-value of 0.000 or lower than 0.05. It shows that

working environment has an effect on burnout. The R-value obtained from the structural equation modeling is 0.588. The results are in Table 4.

However, the P-value of job performance as a moderating variable is 0.895 or higher than 0.05. It shows that job performance is not significant to become a moderator variable in the model that has been create.

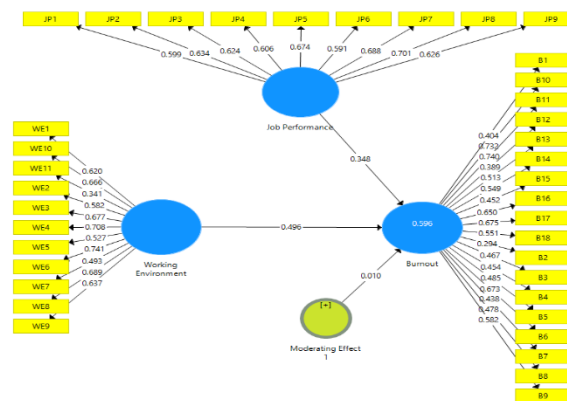


Figure 1 Loading Factor

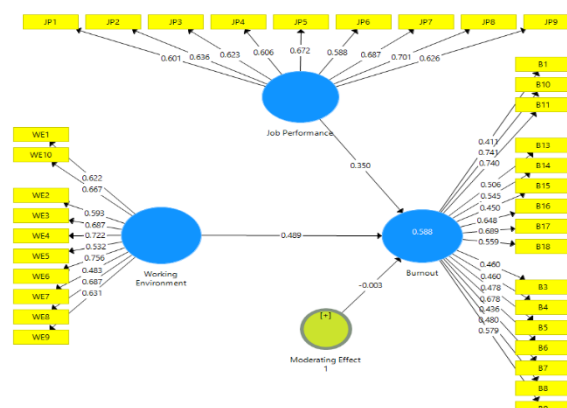


Figure 2 Coefficients

Table 4 P-values

Effect	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T-Statistics (O/STDEV)	Sig.
Working Environment -> Burnout	0.489	0.488	0.038	13.048	0.000
Moderating Effect 1 -> Burnout	-0.003	-0.004	0.021	0.132	0.895
Job Performance -> Burnout	0.350	0.357	0.042	8.289	0.000

The regression line equation can be written as follows $Y = 68.809 + (-0.972) X + e$. From this equation it can be conclude that without the influence of the working environment, a person's value is 68.809 and every increase in one work environment score will be followed by a decrease in the value of burnout by 0.972. because the value of regression coefficient is negative, then it can be said that the work environment plays a negative role on burnout. It means that working environment significantly influences burnout, proven by the significance value of $0.000 < 0.05$.

5. CONCLUSION

From the result, it shows that working environment significantly affects burnout. The results of calculations with a simple regression analysis method show a significance value of 0.000, wherein the value is less than 0.05. Next, the results obtained using Structural Equation Modelling with SmartPLS show that the significance is 0.895. The significance level is higher than 0.05. From these results, it can be said that job performance does not become a moderating variable in the influence of the working environment on burnout.

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