

# The Effect of Job Insecurity, Work Stress, and Work-Family Conflict on Employee Burnout

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## ABSTRACT

The purpose of this research is to research the consequences of job insecurity, job stress, and conflict between work and family on PT XYZ employee burnout. The sample is chosen through the non-probability sampling method, with forty-eight employees because the sample, and Google Form is employed as a tool to share the questionnaire. The facts analysis approach utilized in this study is the partial method of least squares technique of structural equation modeling with the assist of SMART PLS software. The outcomes exhibit that the fine impact of job insecurity on employee burnout is insignificant, work strain has a fantastic tremendous effect on worker burnout, and work-family combat features a top-notch high-quality impact on worker burnout.

**Keywords:** Job Insecurity, Work Stress, Work-Family Conflict, Burnout.

## 1. INTRODUCTION

The issue with reference to Covid-19 that's hitting the planet nowadays, counting Indonesia, has numerous negative impacts in various aspects, particularly within the business perspective. [26] Concurring to information from the Service of Labor (Kemnaker) as of April 7, 2020, because of the Covid pandemic19, 39,977 companies within the formal segment have chosen to get off workers and end their work connections. the whole number of affected workers is 1,010,579 [26]. With these conditions, of course, making companies in Indonesia that are still operational need to think difficult to preserve the state of human assets in their companies since needless to say there'll be stresses and fears from the workers themselves, both fear of being uncovered to Covid-19 and fear of losing a piece with none planning. [26]

With this example, employees will feel mentally and physically depressed because of uncertain circumstances that make their minds unfocused but on the opposite hand they must still work as was common [2]. this may directly cause a drag called burnout. Agreeing to Samani and Nejad [30], burnout might be a person's failure to manage the risks confronted by mental, physical, passionate, and otherworldly human creatures which at just one occasion can influence human physical wellbeing. [5] Judging from this understanding, it shows that burnout is indeed a drag that's thought to be ready to increase employee interest in leaving. When employees feel excessively tired, then the worker not feels comfortable or usually doesn't feel reception performing at the corporate because they really

feel that their energy is very drained [2]. However, burnout itself can occur because of many factors. during this study, three factors are considered to affect job burnout, including work insecurity, work pressure, and conflict between work and family.

PT XYZ, which is currently experiencing problems regarding a high burnout rate. PT XYZ located in West Jakarta, is a company engaged in the electrical sector such as cables, skun, MCB, contactors, MCCB, switch selectors, and so on. Currently, PT XYZ employs 54 employees.

### 1.1. Theoretical Review

#### 1.1.1. Burnout

Agreeing to Samani and Nejad [30], burnout is "work burnout might be a mental marker of passionate depletion, depersonalization, and diminished individual achievement". Agreeing to Parent-Thirion and Aumayr-Pintar [23] burnout may "be a state of depletion during which one is negative approximately the esteem of one's occupation and much fetched of one's capacity to perform". work and questions approximately one's capacity to perform.

In line with the above opinion, Paul et al [16] also define burnout as "the feeling of exhaustion from working long hours without rest" or are often translated as feeling tired from working long hours without rest.

From the definitions that have been put forward by the experts above, it can be concluded that burnout is a feeling of physical and mental fatigue felt by employees while working in the company which will have a negative effect on the employees themselves. [16]

According to Bang and Reio [2] burnout can be measured using three dimensions including: emotional exhaustion, cynicism and detachment from the job. 1. Emotional Exhaustion, emotional exhaustion is a dimension of burnout that can be seen from feeling too tired and feeling drained of one's emotional and physical resources. 2. Cynicism, is the second dimension of burnout that can be seen from negative responses, callous, or very detached from various aspects of work. 3. Detachment from the Job, is the third dimension of burnout which has the characteristics of feeling incompetent and underachieving at work. [2]

### *1.1.2. Job Insecurity*

According to Knezevic and Krstic [17], job insecurity is "a self-assessment of the availability of the artist's job role in the foreseeable future."

Piccoli et al. [25] Define job insecurity as a "perceived threat to current job continuity" or a perceived threat to current job continuity.

According to Richter et al. [26], Job insecurity is defined as "the perceived threat of unemployment and concerns regarding that threat."

It can be concluded from the definition proposed by the experts that work insecurity is a sense of insecurity that employees feel when working in the company. Because of the work they do, they have a sense of uncertainty about the future. [26]

According to Jiang and Lavaysse [12] the dimensions of job insecurity are: 1. Cognitive Job Insecurity, this dimension describes employee concerns about their work as indicated by the employee's perception that there is a possibility of maintaining a job, feeling a high risk of work, the option of choosing another job. 2. Affective Job Insecurity, this dimension describes employees' concerns about their work which are indicated by feelings that are indicated by reactions to current circumstances, fear of losing their job, low commitment. [12]

### *1.1.3. Work Stress*

According to Yu et al. [37], work stress is defined as "harmful physical and emotional reactions that occur when work requirements don't match workers' abilities, resources, or needs".

According to Suwatno and Priansa (2011 in Jaelani & Desiani, [11] work stress is that the workload faced is very heavy and high and the remuneration is not in accordance with what is expected. If employees experience work stress, employees will procrastinate and experience various symptoms such as causing headaches, causing heart attacks and feeling anxious at work.

According to the World Health Organization (2009 in Khairuddin et al., [15] work stress can be divided into 3 definitions, namely: "a stimulus that can be found in the environment. At the same time, the second definition of stress is based on the response. The second stress theory assumes that individuals will respond to stress psychologically and physically. Finally, the third stress

theory states that stress is based on interaction This is the most widely accepted theory of the pressure-source stress relationship combined with previous theories.

From the definitions that have been put forward by the experts above, it can be concluded that work stress is a feeling of pressure felt by employees due to excessive demands on what they have to do while working at the company. [15]

According to Ziaei et al. [38] there are 3 main dimensions of work stress including: 1. Decision Latitude, the first dimension of work stress is decision Latitude which is the level of stress that arises due to the lack of policies to provide more ability and authority in making decisions. 2. Psychological Job Demands, the second dimension of job stress used is psychological job demand, which is a dimension that describes the psychological demands directed at employees with indications of mental pressure and a sense of being cornered when carrying out work. 3. Physical Job Demands, the third dimension of job stress used is physical job demands which can be seen from the many activities that require physical exertion, as well as the high level of burden on physical activity. [40]

### *1.1.4. Work-Family Conflict*

According to Obrenovic et al. [19], work-family conflict is defined as "the psychological phenomenon of imbalance between work and family life"

According to Asbari et al. [1], the conflict between work and family is "a way of interrogating conflict, that is, the pressure or role imbalance between the role within the work and also the role within the family. Long hours of labor and heavy workload are worked and it's an immediate sign of conflicts between families that have invested an excessive amount of time and energy."

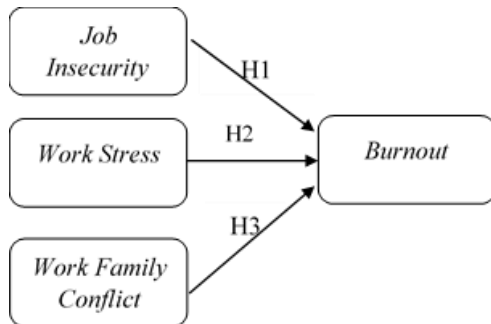
According to Silvyana and Wibawa [34] work-family conflict is "Conflicts that occur because of an imbalance in roles between responsibilities in the family and at work. Work-family conflict is often associated with negative consequences, both within the organization and in the family."

From the definitions that have been put forward by the experts above, it can be concluded that job work-family conflict is a conflict of interest felt by an employee because of the same strong demand from family and work that makes employees feel pressured to fulfill their obligations to fulfill their obligations. their roles in work and family. [34]

In this study, work-family conflicts will be measured using the three dimensions of Vickovic and Morrow [37], which include: 1. Time-based conflicts, that is, they occur because the time used to perform a role does not can be used to perform other roles, including time Divide energy and opportunities between work and family roles. In this case, when the requirements and behaviors required to perform the two do not match, scheduling is difficult and time is limited. 2. The type of tension refers to the appearance of tension or emotional state produced by a role, which makes it difficult for a person to fulfill the requirements of another

role. 3. Behavior-based, that is, the conflict between behavioral expectations and the behavior of other characters when they are different. Due to the different rules of behavior of professional women, there are differences in personal behavior at work and at home, and it is generally difficult to switch between her and other roles. [37]

**1.2. Framework Of This Research**



**Figure 1.** Research Framework

Based on the previous framework, the hypotheses of this study are as follows:

- H1: Job insecurity features a significant positive impact on employee burnout
- H2: Work stress features a significant positive effect on employee burnout
- H3: Work-family conflict features a significant positive impact on employee burnout

**1.3. Methodology**

This study uses quantitative research design and survey methods, where the time range used is cross-sectional. consistent with Supranto and Limakrisna [36] quantitative research is research supported the post-positivism view. during this study, the sample are going to be employees of PT XYZ in Jakarta with a complete of fifty people. Data collection techniques during this study employing a questionnaire. the appliance employed by researchers during this study is SmartPLS version 3.3.2. The statistical tests utilized in SmartPLS version 3.3.2 are as follows:

Validity test, [3] the sort of validity used is structural validity, which determines validity by correlating the scores obtained for every item with the whole score, these scores are often within the sort of questions or questions. [36] The correlation between item scores and their total scores must be significant supported statistical measures. [36] In partial method of least squares, validity testing uses the factor loadings method, where if the loadings value of every indicator features a value > 0.7, then the item is said valid (Supranto & Limakrisn).

The reliability test during this study will use composite reliability and Cronbach's alpha, if these two values are greater than 0.6, the info used are declared reliable (Supranto & Limakrisna) [36]. Furthermore, the results of knowledge analysis are often tested as follows:

1. Path Coefficients are often displayed in standard or non-standard form. [8] the trail coefficient will change for every segment, reflecting a somewhat different model for every segment of the population. Since the coefficients will vary across processes for an equivalent segment, the researcher might want to average the trail coefficients across processes for an equivalent segment (Garson, 2016). [8]
2. Perform hypothesis testing to work out whether there's a big relationship between the variable and therefore the independent variable. consistent with Sekaran and Bougie [32], hypothesis testing may be a statistical method wont to discover the results of investigations or experiments to get useful results. For hypothesis testing using statistical values, for alpha 5%, the statistical value used is 1.96. If the worth of  $t < t$ , reject the null hypothesis (significant regression coefficient), and accept the choice hypothesis stated during this study at a significance level of 5%. [32]

**2. BACKGROUND**

**2.1. Measurement Model Test Results**

**2.1.1. Validity Test**

**1) Factor Loadings**

The basis for testing factor loadings is if the loadings value of each indicator has a value > 0.7, then the item is declared valid. [3]

**Table 1.** Factor Loadings Results

	BO	JI	WFC	WS
BO1	0.863			
BO5	0.849			
BO6	0.745			
BO7	0.808			
BO8	0.818			
JI1		0.710		
JI2		0.808		
JI3		0.806		
JI4		0.721		
JI5		0.801		
JI6		0.779		
WFC1			0.816	
WFC2			0.830	
WFC3			0.732	
WFC4			0.841	
WFC5			0.837	
WS2				0.804
WS3				0.766
WS4				0.807
WS6				0.785

It can be seen from the above table that all indexes meet the requirement of factor loading, because the load value of all indexes is >0.7

**2) Average Variances Extracted (AVE)**

To evaluate the discriminative validity, it can be observed by means of the typical variance extraction method (AVE) of every construct or latent variable. [3]. If the worth of AVE is > 0.5, it's considered feasible. the subsequent are the results of the AVE test ;

**Table 2.** AVE Results

<i>BURNOUT</i>	0.669
<i>JOB INSECURITY</i>	0.596
<i>WORK FAMILY CONFLICT</i>	0.660
<i>WORK STRESS</i>	0.625

The table above shows that the AVE values of all variables meet the requirements.

**3) Discriminant Validity**

Discriminant validity is employed to check the worth of loadings from one indicator to latent variables with the worth of loadings from one indicator to other latent variables [3]. If the worth of the loadings of 1 indicator on the variable is bigger than the worth of the loadings of the indicator on other variables, then the indicator meets the wants of discriminant validity. [35]

**Table 3.** Discriminat Validity Results

	BO	JI	WFC	WS
BO1	<b>0.863</b>	0.662	0.662	0.673
BO5	<b>0.849</b>	0.626	0.670	0.694
BO6	<b>0.745</b>	0.612	0.645	0.676
BO7	<b>0.808</b>	0.533	0.659	0.651
BO8	<b>0.818</b>	0.712	0.744	0.697
JI1	0.451	<b>0.710</b>	0.554	0.572
JI2	0.643	<b>0.808</b>	0.606	0.642
JI3	0.578	<b>0.806</b>	0.677	0.539
JI4	0.550	<b>0.721</b>	0.585	0.486
JI5	0.732	<b>0.801</b>	0.816	0.678
JI6	0.565	<b>0.779</b>	0.830	0.553
WFC1	0.603	0.674	<b>0.816</b>	0.668
WFC2	0.773	0.732	<b>0.830</b>	0.703
WFC3	0.591	0.537	<b>0.732</b>	0.610
WFC4	0.703	0.614	<b>0.841</b>	0.718
WFC5	0.670	0.699	<b>0.837</b>	0.689
WS2	0.641	0.511	0.633	<b>0.804</b>
WS3	0.568	0.709	0.695	<b>0.766</b>
WS4	0.643	0.654	0.697	<b>0.807</b>
WS6	0.751	0.537	0.629	<b>0.785</b>

It are often seen from the above table that the load value of 1 index of the variable is bigger than the load value of the opposite variable index, therefore the index during this study meets the wants of discriminant validity.

**2.1.2. Reliability Test**

**1) Cronbach's Alpha**

Cronbach's alpha is employed to work out the reliability of every variable studied. within the partial method of least squares test, the standardization of Cronbach's alpha evaluation is 0.6, so every latent variable with Cronbach's alpha value > 0.6 means it's been ready to meet Cronbach's alpha requirements. [35]

**Table 4.** Cronbach's Alpha Results

<i>BURNOUT</i>	0.875
<i>JOB INSECURITY</i>	0.865
<i>WORK FAMILY CONFLICT</i>	0.871
<i>WORK STRESS</i>	0.801

It are often seen within the table above that the worth of Cronbach's alpha of every variable is bigger than 0.6, so it are often concluded that each one variables meet the wants of Cronbach's alpha.

**2) Composite Reliability**

In the partial method of least squares test, the normalization for the assessment of composite confidence is 0.6, in order that each latent variable features a composite confidence value > 0.6, which suggests that it can already answer to overall reliability requirements. [35]

**Table 5.** Composite Reliability Results

<i>BURNOUT</i>	0.910
<i>JOB INSECURITY</i>	0.898
<i>WORK FAMILY CONFLICT</i>	0.906
<i>WORK STRESS</i>	0.870

It are often seen within the table above that the mixture reliability value of every variable is bigger than 0.6, so it are often concluded that each one the variables meet the combination reliability requirements.

**2.2. Data Analysis Results**

the results of data processing with SmartPLS software based on the image above:

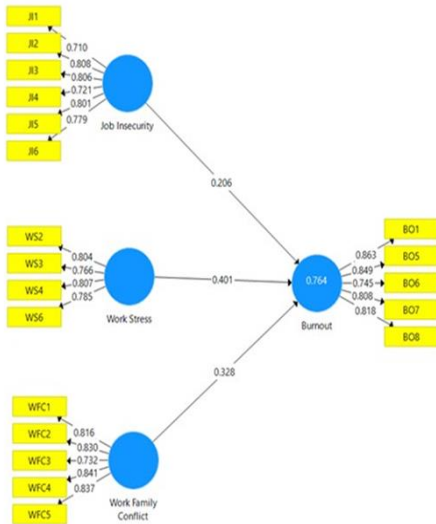


Figure 2. Path Coefficients Results

2.2.1. Path Coefficients

Table 6. Path Coefficients Results

Job Insecurity -> Burnout	0.206
Work Stress -> Burnout	0.401
Work Family Conflict -> Burnout	0.328

If the path coefficients are positive, it means that the independent variables have a direct effect on the dependent variable, while if the path coefficients are negative, [35] it means that the independent variables have an opposite effect on the dependent variable. It can be concluded that the coefficient value = 0.206 which means that if the job insecurity variable increases, it will increase the value of the burnout variable, the coefficient value = 0.401 which means that if the work stress variable increases, it will increase the burnout variable value. coefficient value = 0.328 which means if the work-family conflict variable increases, it will increase the burnout variable value. [31]

2.2.2. Normed Fit Index (NFI)

Table 7. Normed Fit Index Results

NFI	0.667
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NFI value > 0.90 indicates good fit, while 0.80 < NFI < 0.90 is referred to as marginal fit (Garson, 2016) [8]. It can be concluded that the model formed already meets the criteria of the Normed Fit Index. Determinant Coefficient Test (R Test). [35]

2.2.3. Q-Square

Table 8. Q-Square Results

Q-Square	0.486
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A q-square value greater than 0 (zero) indicates that the model has predictive correlation, and if the q-square value is a smaller amount than 0 (zero), it indicates that the model lacks predictive correlation [35]. And it can be concluded that the worth of q-square = 0.486, that is, the worth of q-square is above 0, therefore the formed research model meets the wants of q-square. [8]

2.2.4. F-Square

Table 9. F-Square Results

Job Insecurity	0.059
Work-Family Conflict	0.105
Work Stress	0.193

Perform an f-square test to work out the strengths and weaknesses of the model. The square values of 0.02, 0.15, and 0.35 are often interpreted as determining whether the predictor of the latent variable features a weak, medium or large impact at the structural level. [8] And it are often concluded that the square value of labor insecurity to job burnout = 0.059, that is, greater than 0.02 and fewer than 0.15, which suggests that the square between job insecurity and job burnout is assessed as weak. The square value of labor pressure to burnout = 0.193, above 0.15 and less than 0.35, which suggests that the square of labor pressure and burnout is assessed as medium. [31] The square value of work-family conflict to burnout = 0.105, that is, greater than 0.02 and fewer than 0.15, which suggests that the square between work-family conflict and fatigue is assessed as weak.

2.2.5. Hypothesis Test

Table 10. Hypothesis Test Results

Construct	T-Statistics	P-Value
Job Insecurity -> Burnout	1.277	0.220
Work Stress -> Burnout	2.777	0.006
Work-Family Conflict -> Burnout	1.970	0.49

From the table above, the hypothesis testing is often described as follows:

- a. H1: The t-statistic value within the first hypothesis is 1,277, not up to 1.96. So it are often concluded that job insecurity features a positive but not significant effect on employee burnout.
- b. H2: The t-statistic within the first hypothesis is 2.777, which is bigger than 1.96, so we will conclude that job

stress features a positive and significant effect on employee burnout.

- c. H3: The t-statistic within the first hypothesis is 1,970, which is bigger than 1.96. Therefore, we will conclude that work-family conflict features a positive and significant effect on employee burnout.

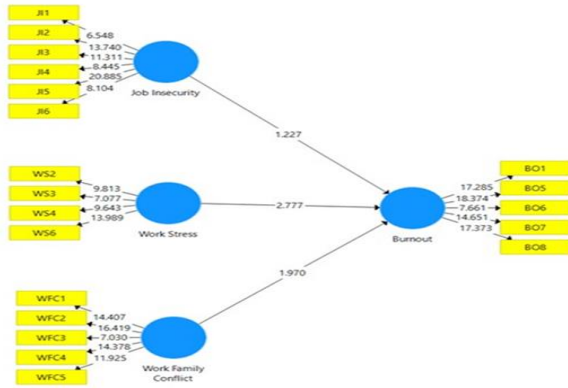


Figure 3. Output Bootstrapping result

2.3. Discussion

From the analysis results, the t-statistic within the first hypothesis is 1277, which is a smaller amount than 1.96 [8]. Therefore, the idea isn't accepted. With this hypothesis, it are often concluded that job insecurity features a positive but insignificant effect on employee burnout. [33] Work insecurity is that the inability to take care of ideal continuity during a threatening work environment. Insecurity can affect employees' work attitudes, reduced commitments, and even greater turnover tendency. [30] When employees feel anxious at work and worry about their future, employees are likely to feel mentally exhausted. If this example continues to be buried, it'll cause burnout.

From the results of the analysis it's found that the statistical value t within the first hypothesis is 2.777, which is bigger than 1.96 [8]. Therefore, the hypothesis isn't rejected. [33] With this hypothesis, it are often concluded that job stress features a positive and significant impact on employee burnout.

Employees with high levels of labor stress tend to feel excessive physical and mental fatigue because basically stress will make any individual think more about solving the causes of their stress, [7] and within the world of labor, stress often forces employees to figure more which can certainly increase activity. their physique. [14] Therefore, work stress can indeed affect burnout.

From the results of the analysis, it had been found that the t-statistic value within the first hypothesis was 1.970, greater than 1.96. Therefore, the hypothesis isn't rejected. [18] With this hypothesis, it are often concluded that work-family conflict features a positive and significant effect on employee burnout. [23] With research results showing that work-family conflict affects burnout, this will happen because someone with a high level of work-family conflict tends to feel pressured by the balance between work and

family. Of course, this example will put pressure on employees physically and mentally and make them feel burnout.

3. CONCLUSIONS

Based on the results of a careful analysis of researchers, it are often concluded as follows:

1. Job insecurity features a positive but significant effect on employee burnout.
2. Work stress features a positive but significant effect on employee burnout.
3. Work-family conflict features a positive but significant effect on employee burnout.

Judging from the magnitude of the resulting effect where it had been found that employment stress contributed the foremost to burnout, so to scale back work stress, some implications which will be done by PT XYZ is to gauge the policy direction system to employees by reducing intervention from the corporate to employees when do their jobs, [40] for instance by giving employees the chance to dare to form decisions regarding what they're doing, evaluating the work desks currently running by employees by asking the difficulties faced by employees or the obstacles they feel while working and making clear Key Performance Indicators to all or any employees, especially during recruitment. [19]

4. SUGGESTIONS

Based on the results of the studies that have been conducted, the researchers will provide some suggestions or inputs that may be useful or beneficial to the company or future research, as follows:

- a. For the job insecurity variable, looking at the indicators on the variable where it was found that the value of the loadings of the first indicator on the job insecurity variable, namely "There is a possibility of maintaining a job", then PT XYZ can take several steps such as ensuring to employees that they will be able to survive with the job. currently with several provisions such as fulfilling KPIs, and continuing to motivate employees to work as much as possible so that employees will continue to be the spearhead of the company and their chances of losing their jobs will be smaller.
- b. For the work stress variable, looking at the indicators on the variable where it was found that the value of the loading of the first indicator on the work stress variable, namely "The lack of policies to provide more capabilities" then PT XYZ can take several steps such as evaluating the policy giving system to employees by reducing intervention from the company to employees when doing their jobs, evaluating the current job desks of employees and making clear Key Performance Indicators to all employees.
- c. For the work-family conflict variable, looking at the indicators on that variable, it was found that the value

of the loadings of the third indicator on the work-family conflict variable, namely "Opportunities between work and household roles", then PT XYZ can take several steps such as providing regular overtime time. take turns to each employee, rotate employees who will work overtime, provide leave allowances for employees, and give permission to employees to take their families with them when they get assignments out of town.

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