

The Role of Work-Family Conflict in Explaining The Relationship between Workload and Employees' Burnout in Tijili Hotel, Bali

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Abstract—Burnout has become a crucial issue for organizations who pursue performance excellence and wish to achieve competitive advantage. Although its negative impacts have been known to the literature, only a few studies have investigated its destructive role, antecedents, and mechanisms in tourism industry, especially in Bali. This study aims to investigate the effect of workload on employees' burnout, while also exploring the role of work-family conflict in the relationship between those two by using a well-known hotel in Bali as the context. The study used quantitative research design and census as its sampling method. 110 employees participated in the study, and a set of questionnaires was used to collect the data. Data was analyzed with path analysis technique. The main finding of this study is that workload may become a key contribution to increase employee's burnout in Tijili Hotel, Bali, directly or through work-family conflict. The findings signal to the hotel that they may have to review their work task and assignment policies so that the employees will have enough time to prepare and complete their task and responsibilities. This becomes important for the employees because juggling too many balls in two hands not only drains them physically but also mentally (high burnout) in the workplace.

Keywords—Burnout, workload, work-family conflict

I. INTRODUCTION

Tourism in Bali is one of the pillars of the buffer that becomes the country's economic power so that many workers are absorbed in the tourism industry, along with the shifting of the mode of tourism from mass tourism to individual tourism makes the development trend of accommodation facilities in Bali growing (Brett, 2005). In recent years there has been a phenomenon in which the tourism industry not only focuses on predetermined outcomes or targets, but companies are now paying attention to the development of their human resources (Rahil and Bagher, 2013). Aaron (2015) said that companies that want to live longer and sustainable must place a reliable human resource and have a good performance as human capital.

Human resources are resources used to synergize other resources to achieve organizational goals (Heather et al., 2009). The role of employees is very big in achieving the success of the company, things to consider in the

employee's performance of the service. The success of a company is determined by the service provided. Every company is always trying to improve the performance of its employees, with the expectation of corporate goals is also achieved (Siagian, 2007: 76). Organizations want employees who are willing to perform tasks not listed in their job descriptions without any pressure (Simamora, 2008: 118).

Good performance will not be created if employees experience emotional fatigue or low self-esteem, or commonly referred to by the term saturation. The term burnout was first put forward by Freudenberg, a clinical psychologist in 1974. Luthans (2011: 217) states the cause of the saturation of work consists of three dimensions of emotional fatigue, depersonalization, and decreased achievement of personal achievement. Saturation of work causes a person to have no purpose and is unable to meet the needs of work. The high stress of having to deal with employees is vulnerable to the appearance of burnout symptoms (Berry, in Eka, 2015).

Through observations and initial interviews with some employees in the Human Resources Development (HRD), housekeeping and food and beverage sections, as well as on the receptionist's operational section of the problem at Tijili hotel Seminyak, many employees are often afraid to return working because of heavy workloads, thus creating a sense of irritability and offense like jobs outside the job description.

Some employees of Tijili hotel Seminyak have burnout intensity up to 4 times a month. In the housekeeping and food and beverage sections as well as on the operational receptionist parts that can cause tension in the employees, among others, administrative problems, unnatural pressure to adjust to work and work situations with a busy schedule, improper bureaucratic structure, management system non-conformity, seizure of positions, increasingly fierce competition for progress, limited budgets, poor work planning, uncertain job security, increasing workloads and everything that has to do with work create employee pressures so that causing prolonged stress.

Romi as a psychologist in BaliPost.co.id (2017) said many causes of saturation while working in the company.

Life in the office is synonymous with a formal and serious atmosphere. Busy work routine often makes the mind become stress. Various ways employees to eliminate a moment of saturation or stress in the workplace by way of intercourse, kidding each other often done in the office.

Workers who experience saturation become less energy and interest in work (Rajan et al., 2015). They are emotionally exhausted, apathetic, depressed, irritable, and bored. The impact of burnout experienced by individuals on others is felt by the recipients of the service and the family. Furthermore, the impact of employee saturation for the organization is increasing the frequency of not coming to work, stopping the job or high job turnover, so that then affects the effectiveness and efficiency of work within the organization (Cherniss, in Hanna, 2015). The consequence of burnout itself can arise in the form of diminished and worsening employee performance, and low productivity resulting in many conflicts within the scope of a person and his family.

The high workload experienced by employees has an impact on the incidence of burnout. Excessive workloads may include hours of work, number of travelers to be served (full number of rooms for example), responsibility to be borne, routine and non-routine work, and other administrative work that goes beyond individual capacity and ability (Arie, 2015). In addition, excessive workloads may include quantitative aspects of the number of jobs and qualitative, i.e., the difficulty level of the job that must be handled (Melati and Surya, 2015). With excessive workloads, service providers feel an emotional tension while serving tourists so as to direct the behavior of service providers to withdraw psychologically and avoid becoming involved with tourists or better known as burnout attitudes (Pines, 1981) in Arie and Dovi (2014).

Workload issues have a wide impact on work family conflict employees. The results of interviews based on job description especially in the HR section experienced a busy until late at night in the selection of new prospective employees according to the needs of the hotel, arranging a busy schedule in the effort to develop, improve skills and skills of workers according to company regulations and policies. Responsible for personnel activities to the general manager who must be reported every month for the sake of corporate sustainability while other work has not been completed completely. In the housekeeping responsibilities that are always required in supervising and coordinating all activities in hotel rooms, preparing a time-consuming work plan in preparing work plans and necessary work equipment, checking the equipment and cleanliness of the guest rooms for the smoothness of the hotel room preparation activities requested responsible every day by the general manager. Employees in the F & B section also feel a heavy workload in terms of preparing work plans and employee workings of food and beverage in accordance with hotel service standards, supervise and coordinate all hotel catering activities. The company demands creativity in preparing the menu and budget according to hotel policy that must be accountable to the general manager every month.

Work family conflict factor one of cause of work saturation (burnout) at employee. Greenhaus and Beutell (2005: 321) in Johana et al. (2007) defines work family conflict as a role conflict in which the demands of work and family roles are mutually unequal in some respects. Work family conflict is called work and family which are the two main domains in the life of working adults (Sarah et al., 2015), both male and female. Jendra and Riana (2015) stated that an individual's active role in work and family causes them to have multiple roles, roles in work (as workers) as well as roles in the family (as wives, husbands, and parents). The task of balancing demands in job roles and the role of families carried is an important task of adult workers to minimize conflict (Rajan et al., 2015). The problem of work family conflict seen in the company of complaints from employees in the work, the number of requests from tourists causing the time of working hours often exceed the provisions so that the lack of rest time for employees in work to maximize service (Syed, 2014).

Hotel TijiliSeminyak in overcoming the intense competition with similar business, trying to anticipate and strive to improve service to customers. To be able to provide good and satisfactory service to the tourists required coordination on the assignment of work within the company in order to overcome work family conflict so as to reduce burnout (stress on employees). Through ease of access in research data collection, ease of communication with employees in doing observation concerning problem of burnout and work family conflict that happened very help this research to know role of work family conflict mediation on influence of work load to employee burnout at Tijili Hotel Seminyak.

Referring to the problem formulation which is the purpose of this research are: (1) how is the influence of work load on the burnout to the employees at Tijili Hotel Seminyak, (2) how is the influence of workload conflict to employees at Tijili Hotel Seminyak, (3) how work family conflict influenced the burnout of employees at Tijili Hotel Seminyak, (4) how the role of work family conflict mediation on the relation between workload on burnout to employees at Tijili Hotel Seminyak.

II. LITERATURE REVIEW

A. Burnout

Baron and Greenberg (2003: 129) say that burnout is a syndrome of emotional, physical, and mental fatigue, associated with low feeling of self-esteem, caused by intense and prolonged stress suffering. Burnout is a prolonged response to the ongoing stress-causing factors of workplace where the outcome is a blend of workers and their work.

Baron and Greenberg (2003: 131) mention that burnout is a psychological syndrome consisting of three dimensions that include:

1) Emotional Exhausting, emotional fatigue is at the core of burnout syndrome characterized by depletion of emotional resources within the self, such as love, empathy, and attention, which in turn leads to feelings of inadequacy.

2) Depersonalization (depersonalization), depersonalization is a lack of respect or lack of positive views of others.

3) Low self-esteem (Low Personal Accomplishment), low self-esteem is characterized by a tendency to negatively evaluate yourself, especially with regard to work.

B. Relationship between Work-Family Conflict and Burnout

Workload is a term that became known around 1970. Many experts have put forward the definition of workload so that there are different definitions of workload. It is a multi-dimensional concept, so it is difficult to get a single conclusion about the exact definition (Yang, 2015). Mansaour (2015) defines workload as the difference between an employee's ability and the demands of an accepted task. The workload can be a physical workload and a mental workload.

Workload problems have a broad impact on employee family conflict on employees' high workload experienced by employees' impact on the emergence of saturation. Arie (2015) states workload is the perception of workers regarding a set of activities that must be completed within a certain time limit either in the form of physical and psychological workload.

Excessive workloads may include hours of work, number of travelers to be served (full number of rooms for example), responsibility to be borne, routine and non-routine work, and other administrative work that goes beyond individual capacity and capability. In addition, excessive workloads may include quantitative aspects of the number of jobs and qualitative i.e. the difficulty level of the job that must be handled (Melati and Surya, 2015). With an excessive workload, the service provider feels an emotional tension while serving the visitor so as to direct the service provider's behavior to withdraw psychologically and avoid becoming involved with tourists or better known as work-saturation (Pines 1981) in Ari and Dovi (2014). Aaron (2015) says the same high employee burdens will have an impact on employees' burnout and family employment conflict that adversely affect employees. Research Sarah et al. (2015) proves that there is influence of workload variable with work family conflict on employees. This is similar to Syed's (2015) workload study with family work conflict having a positive interconnected influence. Reflected by Jendra and Riana (2015) workload has a positive influence on the conflict of family work on the employees.

H1: Work-family conflict will positively influence burnout

C. Relationship between Workload, Work-Family Conflict, and Burnout

The problem of workload has a wide impact on the tendency of employee job saturation. Workload as a process to determine the number of working hours of people used or needed to complete a job within a certain time, research Jasmine and Surya (2015) states the workload has an impact on employee job saturation. The same thing is evidenced by Ari and Dovi (2014) high and low workload has an effect on employee saturation.

Rajanet al. (2015) prove that the same workload has an effect on saturation. Aaron (2015) states that the work load has an effect on the employee's saturation. Dipertegas by Dita and Muryantinah (2014) high work load has an effect on the saturation of employees.

H2: Workload will positively influence work-family conflict

H3: Workload will influence burnout, either directly or indirectly through work-family conflict

III. RESEARCH METHODS

This scientific work is done with the aim to know the relationship between one to two variables or more. Association research is the highest level of research compared to descriptive and comparative research. Through associative studies can be built a theory that serves to explain, predict and control a phenomenon / phenomenon relationship between variables. This scientific work focuses on researching at Tijili Hotel Seminyak. The reasons behind the researcher in research at Tijili Hotel Seminyak which is a business engaged in tourism accommodation services, especially lodging, should be able to provide assurance on the quality of services to tourists, and adanyadediakan from expert opinion used by the author that employee performance is the company's supporting factors in making profits and improving customers. The population in this study were all employees of Tijili Hotel Seminyak which amounted to 110 people. Respondents in this study were taken from the total population of 110 employees of Tijili Hotel Seminyak using saturated sample method (Riduwan and Sunarto, 2007: 17). Observation is the collection of data by holding a direct observation to the company against the object under study, such as employee work activities. Interviews are data collecting by conducting question and answer directly with competent company leaders and employees related to the research, such as customer complaints related to factors affecting employee, short history of company establishment, job description at Tijili Hotel Seminyak. The questionnaire is a way of collecting data by using questionnaires distributed to respondents (employees) related to factors that affect the saturation of work. Data analysis technique used in this research is path analysis technique (path analysis). The direct influence of the workload (X) on the family worker conflict (M) is shown by the coefficient of line a, the direct effect of the workload (X) on saturation (Y) is shown by the coefficient of line b, and the influence of social support (M) on saturation (Y) is represented by the path coefficient c. The indirect effect of family work (X) conflict on work saturation (Y) through family work conflict (M) is obtained by multiplying a by b. Testing of hypothesis of mediation can be done by Sobel Test procedure (Sobel Test). Sobel test is used by testing the influence of indirect variable of work load (X) variable to work saturation variable (Y) through family work conflict variable (M). The indirect effect of the workload variable X on the work saturation variable (Y) through the work family conflict variable (M) is calculated by multiplying

the path coefficient X against M (a) with the path coefficient M to Y (b) or ab.

IV. RESULTS AND ANALYSIS

The results and analysis of the direct influence and indirect influence of workload (X) on family work

conflict (M), direct influence of workload (X) on work saturation (Y), influence of social support (M) on work saturation (Y) and conflict of family work (X) on work saturation (Y) through work family conflict (M) can be seen in this sub-chapter.

Table 1. Path 1 Results and Analysis (Substructure 1: Workload and Work-Family Conflict)

Model	Standardized Coefficients		
	Beta	t	Sig.
(Constant)		0.000	1.000
Workload	0.853	16.996	0.000
R ²	: 0.728		
F Statistik	: 288.870		
Sig F	: 0.000		

Source: Data analysis (2017)

Based on the report in Table 1. then the structural equation is as follows:

$$M = 0.853 X + e1$$

Based on Table 1 we get the standard error values as follows:

$$Pe1 = \sqrt{(1 - R^2)} = \sqrt{1 - 0,728} = 0,853$$

The result showed that workload had a significant positive effect on burnout with Standardized Coefficients Beta value of 0.853 and the sig t value was 0.000 <0,05. Because the value of standardized coefficients beta value is 0.853 with the value of sig t = 0.000 then H0 is accepted. This means that the workload variable has a positive and partially significant effect on burnout.

Table 2. Path 2 Results and Analysis (Substructure 2: Workload, Work-Family Conflict and Burnout)

Model	Standardized Coefficients		
	Beta	t	Sig.
(Constant)		0.000	1.000
Workload	0.607	7.456	0.000
WFC	0.322	3.960	0.000
R ²	: 0.807		
F Statistik	: 223.514		
Sig F	: 0.000		

Source: Data analysis (2017)

The result of the analysis shows that the work load has a significant positive effect on work family conflict with the value of Standardized Coefficients Beta of 0.607 and the sig t value is 0.000 <0.05, because Sig t = 0.000 ≤ 0.05 then H0 is accepted. This means that the workload variable has a positive and significant effect on work

family conflict.

The result showed that family work conflict had a significant positive effect on work saturation with Standardized Coefficients Beta value of 0.322 and sig t value of 0.000 <0,05, because Sig t = 0,000 ≤ 0,05 then H0 accepted. This means that the variable of family work conflict has a positive and significant impact on the saturation of work.

The result of the analysis shows that work load and conflict of family work have a positive and significant effect on work saturation with value of Standardized Coefficients Beta equal to 0,607 (X) and 0,322 (M) and sig t value 0.000 and 0,000 <0,05, because value of standardized coefficients beta of 0.607 (X) and 0.322 (M) with the value of sig t = 0,000 then H0 is accepted. This means that the variable workload and conflict of family work have a positive and significant effect partially on the saturation of work.

To test the significance of the role of mediation of family work conflict variable used Sobel formula, from calculation result got comparison of z value count 4.359 > z table equal to 1.96, hence Ho refused and Hi accepted. This means that the work load has a significant positive effect on the saturation of work through the conflict of family work on the employees at Tijili Hotel Seminyak.

Path coefficient on the influence model of workload on work saturation through conflict of family work. The result of the analysis shows that the coefficient of the influence of work load on the saturation after the variable of family work conflict is involved is not 0, thus the conflict of family work mediates partially positively the effect of workload on the saturation of the work as follows.

Based on the calculation of the effect of error (Pei), obtained the effect of error (Pe1i) of 0.853 and the effect of error (Pe2) of 0.898. The results of the coefficient of total determination are as follows:

$$R2m = 1 - (Pe1)^2 - (Pe2)^2$$

$$= 1 - (0.853)^2 - (0.898)^2$$

$$= 1 - (0.727) (0.806)$$

$$= 1 - 0.585 = 0.415$$

The total determination value of 0.415 means that 41.5% of work saturation variation is influenced by workload variation and family work conflict, while the rest of 58.5% is explained by other factors not included in the model.

Based on the results of path coefficients in the research hypothesis, it can be described causal relationship between workload variable (X), conflict of family work (M) to work saturation (Y).

Sobel test is used to test the significance of the role of conflict mediation of family work variable used Sobel formula. Based on the diagram of the path of indirect effect, it can be calculated Standard error coefficients a and b are written with Sa and Sb, the indirect effect of indirect effect is calculated by the following formula:

$$Sab = \sqrt{b^2 S_a^2 + a^2 S_b^2 + S_a^2 S_b^2}$$

Information :

Sat = the amount of indirect error standard

Sa = standard error coefficient a

Sb = standard error coefficient b

a = path X to M

b = path M to Y

Sab

$$= \sqrt{(0,322^2)0,068^2 + (0,853^2)0,065^2 + (0,065)^2 (0,068)^2}$$

$$Sab = 0.063$$

To test the significance of indirect effect then calculate the z value of ab coefficient with the following formula:

$$z = \frac{ab}{S_{ab}}$$

Information:

Sab = the amount of indirect error standard

ab = path X to M (a) with path M to Y (b)

$$z = \frac{(0,853)(0,322)}{0,063}$$

$$z = 4,359$$

The calculation results obtained comparison of z calculated value of 4.359 > z table of 1.96, then Ho is rejected and Hi accepted. This means that the work load has a significant positive effect on the saturation of work through the conflict of family work on the employees at Tijili Hotel Seminyak.

V. DISCUSSION

Partial test results show that the workload has a positive and significant impact on saturation of work. This result is in accordance with the research results of Melati and Surya (2015) states the workload has an effect on the occurrence of employee saturation. The same thing is evidenced by Ari and Dovi (2014) high and low workload has an effect on employee saturation.

Partial test results show that the workload has a positive and significant impact on the conflict of family work. This result is consistent with the results of a study conducted by Sarah et al. (2015) proves that there is influence of workload variable with work family conflict on employees. This is similar to Syed's (2015) workload

study with family work conflict having a positive interconnected influence.

Partial test results show that the conflict of family work has a positive and significant impact on the saturation of work. This result is in line with research conducted by Aaron (2015) saying the same high burnout in an employee will have a negative impact on employees' understanding of the organization's citizenship behavior. Research Sarah et al. (2015) proves that there is a positive influence of work family conflict variable with high burnout in employees.

The result of mediation test stated that work family conflicts able to mediate the positive influence of workload on burnout. This result is in accordance with research conducted by Eka (2015) which proves that there is influence of workload with burnout at employees mediated by work family conflict. This is similar to Hanna's research (2015) workload with burnout has positive interrelated influence with mediation work family conflict.

VI. CONCLUSION

Based on the discussion in the previous chapters, then as for things that can be concluded is the workload has a positive and significant effect on burnout on employees at Tijili Hotel Seminyak. Work load has a positive and significant influence on family work conflict on employees at Tijili Hotel Seminyak. Work family conflict has a positive and significant impact on employee burnout at Tijili Hotel Seminyak. Work family conflict is able to mediate the positive relation of workload to burnout to employees at Tijili Hotel Seminyak.

Based on the above conclusions, then the advice that can be given is the management of Tijili Hotel Seminyak must overcome the workload felt by employees so as to provide opportunities to reduce burnout. The problem faced by current employees regarding the job description is given, so companies should pay attention to this by giving some physical activity possible for the employee so that they have conformity with the workload on the job description that is being undertaken by the employee. The occurrence of work family conflict at Tijili Hotel Seminyak should be a serious concern for the management. Current issues concerning work family conflict that they experienced require attention in the field of work, such as the workload given to be revised back in accordance with the ability of employees in their field so that effective and resolved just in time.

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