



THE EFFECT OF WORK OVERLOAD ON JOB PERFORMANCE WITH EMOTIONAL EXHAUSTION AS MEDIATING VARIABLE (STUDY AT EMPLOYEE OF PRODUCTION DEPARTMENT PT. ROYAL KORINDAH PURBALINGGA)

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Abstract

The purpose of this study was to determinate the influence of work overload on job performance the mediating of emotional exhaustion. The population of this study is employees of PT. Royal Kotindah Purbalingga. A total sample are 96 employees and used proportionate random sampling. Methods of data collection used documentation and questionnaires. Methos of data analysis used descriptive analysis, the classical assumption test, regression analysis and path analysis. Data analysis used SPSS software for windows version 21. The result of this study shows that work overload and emotional exhaustion have a negative significant effect on job performance. In addition, the result also shows that work overload has a positive sign on emotional exhaustion. Furthermore, this study finds that emotional exhaustion mediates the relationship work overload on job performance.

Abstrak

Penelitian ini bertujuan untuk mengetahui pengaruh kelebihan beban kerja pada kinerja karyawan melalui kelelahan emosional. Populasi dalam penelitian ini yaitu karyawan PT. Royal Korindah Purbalingga. Jumlah sampel dalam penelitian ini sebanyak 96 karyawan, dan menggunakan proportional random sampling. Metode pengumpulan data dalam penelitian ini menggunakan dokumentasi dan kuesioner. Metode analisis data menggunakan analisis deskriptif, uji asumsi klasik, uji hipotesis dan analisis jalur. Analisis data menggunakan perangkat lunak SPSS versi 21. Penelitian ini menunjukkan bahwa kelebihan beban kerja dan kelelahan emosional berpengaruh negatif signifikan pada kinerja karyawan. Selain itu, hasil penelitian menunjukkan bahwa kelebihan beban kerja berpengaruh positif signifikan pada kelelahan emosional. Selanjutnya penelitian ini menemukan bahwa kelelahan emosional memediasi hubungan kelebihan beban kerja pada kinerja karyawan.

INTRODUCTION

According to Wibowo and Susilowati (2010) human resources are the important asset of an organization which the primary functions are to control, maintain and develop the organization to face the demands of the era; therefore human resources must be considered, maintained and developed. In addition, Ranihusna (2010) and Setiawan (2015) explain that many management experts emphasize that the success of a company is determined by the role of human resources. The management of human resources is more complicated than the management of machine resources. Human resources have unique characteristics, have feelings that cannot be explained clearly and cannot be guessed easily. As stated by Sanjaya (2012) human resources are often referred to as employees, given the existence of employees in the company is very important, then every company seeks to empower the employees' potential to achieve high performance because the performance achieved will ultimately give contribute to the company's performance.

According to Martono (2013) the concept of performance can be defined as an achievement of results. Dealing with it Dar et al. (2011) and Kusumawardani et al. (2014) states that the success of an organization is strongly influenced by the performance of individuals or employees. Every organization or company always strives to improve employee performance to achieve company goals. Research of Fitriastuti (2013); Setyaningsih and Palupiningdyah (2017) states that performance is an important key factor in terms of employees' contribution to the organization.

Tuten and Neidermeyer (2004) state that performance also relates to the ability of employees to carry out their work whether it is well or not. If employees do their job well, that means they are satisfied with their work. The other hand, if employees have the poor performance, they will usually feel dissatisfied with their work.

There are many factors that can affect employees' performance such as motivation, leadership, work field, discipline culture, commitment, work overload, emotional exhaustion and compensation (Setyadi & Wartini, 2016). According to Mathis and Jackson (2006) employee performance indicators that are quantities of results, quality of results, timeliness, attendance and ability to work together.

Work overload is the main problem that almost happens in all organizations Abbasi (2015) consequence of this are in the form of increase in stress, turnover intentions and lower job satisfaction.

Islam, that pays high intention on employees at work setting. Islamic perspectives can control these problems i.e. turnover intentions, stress, and how this can motivate employees to keep them satisfy on job. This study used a sample of 123 employees from different public sector employees of Azad Jammu and Kashmir. The results of this study indicates that work overload has negative effect on stress, turnover and job satisfaction, whereas, Islamic Work Ethics is playing a moderating role here that shows if organizations have Islamic working environment then these factors can be reduced up to some extent by applying the rules set by Prophet Mohammad (P.B.U.H.).

Meanwhile, Work Overload occurs when an employee at the company is being given the over job unfairly, so it is made the employees leave their jobs (Wulandari & Sudarma, 2017). According to Ali and Farooqi (2014) and Tabassum et al. (2017) work overload is where employees in the organization are continually being asked to take the work overload and time periods that employees cannot reach. Meanwhile, Kusumawardani et al. (2014); Yunus and Mahajar (2015) says work overload will occur when an employee has too much work to do under severe time pressure.

Gryna (2004) states that there are several factors affecting work overload such as insufficient resources, handling problems, lack of control over work processes, inability to complete work, unclear objectives and responsibilities, selection and inadequate training. According to Macky and Boxall (2008) there are several indicators for measuring workload over time such as giving the work time, job variation, performance standards, job demands and giving the overtime.

Mismatching the workload will generally lead to work overload, for instance, secure jobs but have many demands will undoubtedly waste energy which is not as worth as the recovery of it. This workload mismatch may be due to the type of work that is not in accordance with its portion, lack of skills or tendencies towards a particular job, whereas the workload is still within reasonable levels. Emotional feelings in the work become essential when the work is inappropriate with one's emotional condition. Generally, this workload is related to emotional exhaustion (Maslach et al., 2001).

Maslach and Jackson (1981) state that emotional exhaustion can be defined as emotional exhaustion that occurs when there are an underpressure feeling and work-related fatigue, it is marked off the lack of emotional resources and

energy. As a central part of burnout, emotional exhaustion has shown the things that individuals usually do work demanding work expectations, both physically and mentally (Bradley & Cartwright, 2002; Thanacoody et al., 2014).

Meanwhile, according to Wright and Cropanzano (1998) emotional exhaustion illustrates extreme emotional feelings and fatigue by a person's work. According to Freudenberg, (1974) emotional exhaustion is a uniquely individual process towards stress that is experienced outside the interpersonal relationships because of the intense emotional impulse, the emergence of feeling as if no one is helping him, depression, repressed feeling and despair.

Nurlaila and Sudarma (2017) state that the employee of production department of manufacturing companies is an essential part of the company because most of the company's productivity depends on the employees of production department performance. Therefore, it is essential for the company to pay attention to the physical and psychological condition of the employee of the production department so that the production process and the product can be maintained with excellent quality.

Based on the research gap on the effect of work overload on the job performance Khoun and Yen (2016) work overload can be negatively and significantly impact to the job performance. It means that the higher the company gives the excess workload then, the more job performance will decrease. Otherwise, the lower the workload was given to the employee, the higher job performance will be. Research conducted by Tahir et al. (2012) proof that work overload can cause a harmful effect on the job performance. According to Kusumawardani et al. (2014) work overload can be negatively and significantly affect the job performance. It means that the more workload is borne, the more the result of performance decreases. However, there are some studies do not support it, according to (Rukhviyanti, 2011) work overload is not always a *predictor* of employee's performance decline, the work overload can be a challenge for employees to produce better performance. The study by Ashfaq et al. (2013) also found that work overload had no significant effect on job performance. Employees ignore work overload than salary because employees share the workload with other employees to keep their performance.

Based on preliminary observations and interviews with the HRD department, researchers found issues related to employee performance. Job performance in the company is still volatile

and less than optimal. This condition makes the employees take high job demands and increased job targets every month which force employees to do extra work and rarely to take a rest to achieve those targets. This difference affects job performance and company's output.

The number of must is achieved targets by the employees makes the employees striving to meet all the demands of the job. Increased must be achieved targets by the employees, that requires the company to increase overtime hours for the employees that have been determined for employees reached the targets. Based on the interviews that researchers conducted with some employees, researchers found that the first wage not only provided by the company to employees but also provides overtime pay for employees who carry out the demands of work more than the specified working hours. Overtime wages are calculated depending on how many hours the overtime employees in the company, the longer or the night employee overtime in the company, the more expensive overtime wages are earned. However, with the provided overtime wages, synthetic eyelashes production target at PT. Royal Korindah is still not stable, sometimes the percentage of achievement increases, then the next month decreases.

Based on the background description of the problem, the authors are interested in conducting research with the title "The Effect of Work Overload on Job Performance with Emotional exhaustion as Variable Mediation (Study on Employees of PT Royal Korindah Purbalingga)."

Hypothesis Development

Awadh and Ismail (2012) define job performance as employee participation to achieve organizational goals. According to Ghoniyah and Masurip (2011); Hasibuan (2013) job performance is the work achieved by a person in carrying out the task given based on the ability and experience in work. Rich and Crawford (2010) argue that performance is the collection of values for organizations to achieve organizational goals of the behaviour or hard work that employees have given, either directly or indirectly. Performance is a result of what has been charged to the employee to complete all his tasks to achieve organizational goals.

Work overload can be seen as a job that needs to be completed in an extra way, for example, employees must use more skills than usual skills in completing their work (Malik et al., 2013). Work overload can be characterized as a long-term difficulty in working conditions, pres-

sure work in almost every time, lack of vacations and rest, unwarranted workplace benefits and the impossibility of achievable expectations with limited time and resource availability (Altaf & Awan, 2011).

Khoun and Yen (2016) argue that work overload has an adverse and significant effect on job performance. It means that the higher the company gives the excess workload, the more job performance will decrease, otherwise the lower the work overload given by the employee then the job performance will be higher. Excessive job demands and time work are limited, will affect the job performance. This reason suggests that work overload has an effect on job performance.

H1: The work overload affects job performance negatively.

According to Avdija and Sudipto (2013) emotional exhaustion is defined as an unrelenting physical and emotional release resulting from constant pressure and excessive work demands. Meanwhile Poernomo and Wulansari (2015) state that the number of demands that must be done by employees and develop competencies to improve human resources in the company to make employees experiencing emotional exhaustion.

Research conducted by Septyaningsih and Palupiningdyah (2017) indicates that work overload can affect the performance of female nurses RSJD Dr. Amino Gondohutomo Semarang through emotional exhaustion. This shows that the performance of the nurse who has not been well influenced by emotional exhaustion felt by the nurse while working, while emotional exhaustion proved to be influenced by work overloaded nurses. That opinion is supported by Karatepe (2013) who also found emotional exhaustion successfully mediating the relationship between work overload on employee performance.

H2: Emotional exhaustion mediates the relationship between work overload and job performance.

Based on these theoretical thoughts, the research framework can be described as follows:

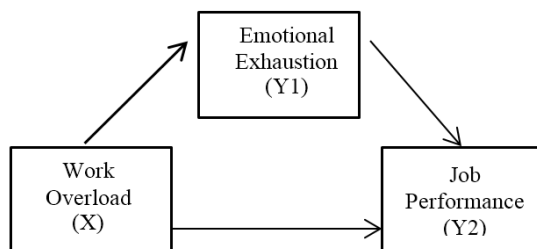


Figure 1. Research Model

METHOD

The type of research used is quantitative. Population in this research is employees of PT. Royal Korindah Purbalingga. The sampling techniques used in this research were data proportionate random sampling and the calculation number of samples using Slovin formula. The sample is 96 employees. Methods of data collection are using observation, interviews and questionnaires. Methods of data analysis are using descriptive analysis, the classical assumption test, and path analysis. Software Windows version 21 is used for analyzing data.

The independent variable in this research is work overload. Mediation variable in this research is emotional exhaustion and the dependent variable in this research is job performance.

RESULT AND DISCUSSION

Validity Test

Validity test is used to measure the validity of a questionnaire. The number of respondents in this validity test is 30 respondents. The results of the calculation as follows: $df = 30 - 2 = 28$. Based on the calculation we can conclude that the value of r table with a significant level of 5% is 0.361. Validity test is done by comparing r arithmetic $>$ r table and it is not valid if r arithmetic $<$ r table.

The result of validity test of three variables is indicating that 36 item statements from three variables have r count $>$ r table. Thus the 36 item of three variables is confirmed valid.

Reliability Test

A variable will achieve reliability if it has a Cronbach Alpha value $>$ 0.70. Reliability test in this research is processed by using program SPSS version 21. Based on the result of SPSS output shows that the Cronbach Alpha value for variable overload work equal to $0.784 >$ 0.70. Cronbach Alpha value of emotional exhaustion variable of $0.837 >$ 0.70, Cronbach Alpha value of employee performance variable of $0.916 >$ 0.70. So it can be concluded that all variables in this study have Cronbach Alpha value greater than 0.70. Thus, the three variables are confirmed reliable.

The Result of Analysis Respondent Identity Description

Most of the respondents' age in this study were employees at the age between 28-31 years with the percentage 30.21%. It shows that the employees of PT. Royal Korindah Purbalingga belongs to a young age that still needs a lot of ex-

perience. The respondents' gender description in this research is dominated by a female with percentage 70.83% otherwise for male have percentage 29.17%. It shows that more companies hire female employees than male employees.

Description of the respondents working period in this study shows that most of the respondents have a working period of 6-10 years as many as 42 employees with a percentage 43.75%. It shows that employees of PT. Royal Korindah Purbalingga is well-trained in gaining work experience and has a strong loyalty to the workplace.

Classic Assumption Test Normality Test

Normality test aims to test whether in the regression model; the disturbing or residual variable has a normal distribution, as it is known that t or F test assumes that the residual value follows the normal distribution (Ghozali, 2011). This normality test research is done by using SPSS program IBM Statistics 21.

Based on the Kolmogorov-Smirnov (K-S) statistical test on the SPSS 21 program, it is recognized that the value of Asymp. Sig (2-tailed) of 0.293 with probability 0.05. It indicates that the value of Asymp. Sig (2-tailed) $0.293 > 0.05$, it can be concluded that this research data is usually distributed.

Multicollinearity Test

Multicollinearity test aims to test whether the regression model found the correlation between independent variables or not. A good regression model should not be correlated with independent variables (Ghozali, 2013). To detect the presence or absence of multicollinearity in the regression model, the researcher can analyze the correlation matrix of the independent variables. Multicollinearity can be seen from the Tolerance and Variance Inflation Factor (VIF) values to detect the magnitude of VIF and its tolerance value. If VIF is less than 10 and a tolerance value greater than 0.1, then regression is free of multicollinearity.

Based on SPSS output result can be known that VIF value 1.284 less than 10 and tolerance value 0.779 more than 0.1. So it can be concluded that there is no multicollinearity between work overload variables and emotional exhaustion on employee performance.

Heteroscedasticity Test

Heteroscedasticity test aims to test whether in the regression model there is a similarity of variance from one residual observation to another

observation (Ghozali, 2011). The statistical test used to test whether or not heteroskedasticity one of the glejser test. A regression model is said to have no heteroscedasticity if it has a significance count more than 5%. Based on SPSS output results showed that the regression model has a significant value of 0.448 and 0.189 more than 5% so that the regression model does not occur heteroscedasticity.

Hypothesis Testing

According to variables Ghozali (2013) the statistical t-test shows how far the influence of one independent variable which is work overload and individual work fatigue in explaining the dependent variable is employee performance. The t-test is used to determine the influence of each independent variable on the dependent variable partially. In conducting a t-test using statistical analysis, the made decision viewed based on the comparison of coefficient t-arithmetic with t-table and level of significance used. The following test results of the significance of individual parameters using SPSS version 21 program:

Table 1. Individual Parametric Test

Dependent Variable	Independent Variable	t statistic	Sig.
Excessive work-load	Employee Performance	-2.943	.001

The Effect of Working Overload on Employee Performance

Based on Table 1, the results obtained that the value of t arithmetic variable overload work is -2.943 and the significance level is 0.001. The level of significance (0.001) is smaller than the specified alpha (0.05). Thus, it can be concluded that Hypothesis 1 which states work overload give adverse effect on job performance is accepted.

It shows that the higher the excessive work overload was given by the company to the employee, the performance of employees will decrease. Otherwise, the lower the excessive workload is given by the company to the employee, the higher the employee's performance. The results of this study are supported by research Khoung and Yen (2016) stating that work overload negatively affects job performance.

Based on the results of the descriptive analysis, the work overload variables shows the overload level of employees. It shows the number of jobs provided by the company cannot be completed on time by the employee or we can say they

work over time so that employees will bring their job to home or do it in the company. When the company requires employees to complete their work through the hours worked, the condition of employees who are tired of not optimal in doing or completing the job. The employment variation indicator shows lower average results or index values compared to other indicators with a value of 56.63. It can happen because the employees feel saturated with the same job every day and the employees feel that their work is not in accordance with the ability that is owned and the absence of rotation work on employees of PT. Royal Korindah Purbalingga makes employees work with the same job during their work in PT. Royal Korindah Purbalingga, it causes employees cannot do their job optimally.

Path Analysis (Path Analysis)

Path analysis is an extension of multiple linear regression analysis or also known as the use of regression analysis to estimate the causality relationship between predefined variables based on the theory (Ghozali, 2011). The result of my regression analysis showed that excess work overload and emotional exhaustion show the equation $Y1 = 0.407 X + 0.883$. While regression results II work overload and emotional exhaustion on job performance $Y2 = (-0.206) X + (-0.498) Y1 + 0.960$. The direct variable effect Work overload on Job Performance or $b2$ is equal to -0.206 . The indirect variable effect of Work Overload on Job Performance with Emotional Exhaustion can be known by multiplying the work overload coefficient of Workload ($b1$) and Emotional exhaustion ($b3$) or $b1 \times b3$ by $0.407 \times (-0.498) = -0.2027$. The total effect of path coefficients can be measured by summing the direct influence of Work Overload on Job Performance through emotional exhaustion ie $b2 + (b1 \times b3) = -0.206 + (0.407 \times (-0.498)) = -0.4087$.

To see the effect of mediation (indirectly) from the analysis of the path shown is significant or cannot be seen with the Sobel test formula (Ghozali, 2013). Based on the calculation of t-statistics, it can be seen that t-statistics $(-2.629) > t\text{-table } (-1.985)$. So it can be concluded that emotional exhaustion has the influence of mediation. It indicates that hypothesis 2 which states "emotional exhaustion mediates the relationship between work overload and job performance" proves to be supported. It indicates that work overload has an effect on job performance through emotional exhaustion. It is, the higher the excessive work overload given by the company to the employees,

the more emotional exhaustion will be felt by the employees. The higher and indirectly, the result will be decreased the performance of PT. Royal Korindah Purbalingga employee.

The picture below shows direct and non-direct impact path analysis on employee performance through emotional exhaustion.

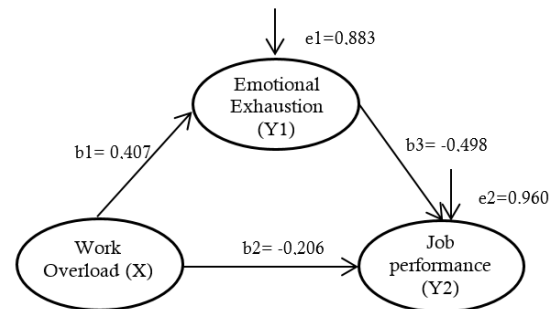


Figure 2. Path Analysis

The results of this study are in accordance with the results of research conducted by Kara-tepe (2013) which states that emotional exhaustion is able to mediate the relationship between work overload and job performance. In this study, emotional exhaustion can mediate the relationship between work overload and employee performance. It happens when employees of PT. Royal Korindah feels work overload; then employees will experience emotional exhaustion. When employees experience emotional exhaustion, it will be disrupted in doing their work, thus causing the employee performance not optimal.

CONCLUSION AND RECOMMENDATION

Based on the results of the research and discussion, it can be concluded that the work overload has an adverse effect on the PT. Royal Korindah Purbalingga job performance. It means that the higher a company gives excessive work overload to the employees; their job performance in daily working will be decreased. Emotional exhaustion mediates the connection between work overload influences and PT. Royal Korindah Purbalingga job performance. It means that the higher the excessive work overload gave by a company to the employees, the emotional exhaustion will be feeling to the higher employees and it will affect indirectly in decreasing PT. Royal Korindah Purbalingga job performance.

For future research, the researchers are expected to take samples from other manufacturing firms or other areas to obtain some new and more

generalized research results. Future research also expected to develop other variables that can be affecting the job performance, such as work-family conflict and work stress. Recommendation for the employees are the first one is expected to utilize the overtime hours provided by the company to complete the unfinished work, so that daily targets can be achieved. Second, be able to control emotions when they are already feeling tired. And the last is to stay focus and concentrate on their work so they can complete their job on time. Employees are expected to keep working well even though there is no complaint from the leadership, so the quality of synthetic eyelashes products remains good.

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