

## Job Insecurity on Burnout in Kupang City Government Employees, East Nusa Tenggara

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**Abstract.** The Kupang City Government is expected to create a comfortable environment for employees to minimize burnout. This study aims to determine the effect of job insecurity on burnout in Kupang City Government Employees. The participants in this study were 359 employees who worked in 10 government offices of the City of Kupang, East Nusa Tenggara, who were selected using a random cluster sampling technique. This study uses a quantitative approach with the Multidimensional Qualitative Job Insecurity Scale (MQJIS) (Cronbach's alpha = 0.764) to measure the independent variables and The Maslach Burnout Inventory (MBI) Scale (Cronbach's alpha = 0.797) for the dependent variable. This study used a simple regression test with the help of the SPSS Statistics 25.0 application. The results showed that the value of  $R = 0.667$  with  $p = 0.000 < 0.01$  and  $R^2 = 0.445$ . This shows a positive relationship between job insecurity and burnout, where job insecurity accounts for 44.5% of burnout. This means that job insecurity has a large effect on burnout. Hopefully, this research can provide information, thoughts, and input to the Kupang City Government regarding job insecurity and burnout experienced by employees.

**Keywords:** *job insecurity, burnout, employee*

**Abstrak.** Penelitian ini bertujuan untuk mengetahui pengaruh *job insecurity* terhadap *burnout* pada pegawai Pemerintah Kota Kupang, Nusa Tenggara Timur. Partisipan dalam penelitian ini adalah pegawai sebanyak 359 orang yang bekerja di 10 Dinas Pemerintah Kota Kupang Nusa Tenggara Timur yang di pilih dengan menggunakan teknik *random cluster sampling*. Penelitian ini menggunakan pendekatan kuantitatif simple regresi dengan Skala *Multidimensional Qualitative Job insecurity Scale* (MQJIS) (cronbach's alpha = 0.764) untuk mengukur variabel bebas dan Skala *The Maslach Burnout Inventory* (MBI) (crobranch's alpha = 0.797) untuk variabel terikat. Penelitian ini menggunakan uji regresi sederhana dengan bantuan aplikasi SPSS Statistics 25.0. Hasil penelitian menunjukkan nilai  $R = 0.667$  dengan  $p = 0.000 < 0.01$  dan nilai  $R^2 = 0.445$ . Hal ini menunjukkan bahwa terdapat hubungan positif antara *job insecurity* dengan *burnout*, di mana *job insecurity* menyumbang 44,5% pada *burnout*. Hal ini berarti *job insecurity* memiliki pengaruh dengan besaran efek yang besar terhadap *burnout*. Penelitian ini di harapkan bisa memberikan informasi, pemikiran, dan masukan kepada Pemerintah Kota Kupang mengenai *job insecurity* dan *burnout* yang di alami oleh pegawai. Pemerintah Kota Kupang di

harapkan untuk menciptakan lingkungan yang nyaman bagi pegawai untuk meminimalisir terjadinya *burnout*.

**Kata kunci:** *job insecurity, burnout, pegawai*

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## **Introduction**

In working, it is not uncommon for employees to experience problems or obstacles. That problem can arise from the environment or the individual's self. Based on the results of the PPM Management survey (quoted from Karunia, 2020), it is known that during the Covid-19 pandemic, 80 percent of workers experience stress symptoms if they continue to cause burnout. Based on a poll conducted on CNNIndonesia.com social media, most workers, or 77.3%, claimed to have experienced burnout (CNNIndonesia.com, 2021). Surveys in developed countries report that 10-50% of the population experience fatigue. The prevalence of fatigue is around 20% among patients who need health services (Lestari S et al., 2021).

The results of interviews conducted with three employees of the Kupang City Environment and Sanitation Service showed that employees admitted that while working, employees often felt physically and mentally tired. In interviews, they think their energy is drained. They say this is due to a mismatch between the length of working hours, assignments, the amount of workload that must be completed and completed, the work done is too monotonous, the dedication is too long, the rest time is not enough, and the work environment is not comfortable. They also said employees who were physically and emotionally exhausted and bored could only groan inwardly and did not know what to do.

Maslach et al. (2001) explained that burnout has three dimensions, one of which is emotional exhaustion. Exhaustion represents the basic individual stress dimension of burnout. Exhaustion refers to feelings of overuse and depletion of one's emotional and physical resources. Energy workers feel drained and depleted,

with no source of replenishment. They still feel tired even though they have rested. They lack energy for activities and feel they have lost a lot of energy to face another day or other people.

Burnout can not be underestimated because burnout can cause physical and psychological health problems for employees, which can affect performance at work. Maslach et al. (2001) stated that burnout is a prolonged response to chronic emotional and interpersonal stress, high fatigue, cynicism, and ineffectiveness at work. Employees who experience burnout feel emotionally exhausted, irritable, bored, apathetic, anxious, and depressed. They become less enthusiastic and less interested in their work. Burnout not only has an impact on psychology, but burnout can also affect physical health because burnout is psychobiological. That is, the psychological burden shifts to physical appearance, for example, easily dizzy, unable to concentrate, easy to get sick.

According to the World Health Organization (WHO), which has a health model made in 2020, it estimates that psychological disorders in workers, such as feelings of fatigue that are so severe and lead to depression, can become the number two killer disease after heart disease (Lestari S et al., 2021). Data from the ILO states that almost every year, as many as two million workers die due to work accidents caused by fatigue. The study stated that out of 58,115 samples, 32.8%, or 18,828 samples, suffered from fatigue (Lestari S et al., 2021).

Burnout can make employees experience decreased performance and dissatisfaction, which causes employees to feel threatened with demotion and loss of work. This condition is called job insecurity. Individuals who do not have confidence in their ability to survive in the face of job uncertainty, especially in work relationships, also mean that the individual experience job insecurity (Nopiando, 2012). Nopiando (2012) added that job insecurity is a source of dissatisfaction in employees because employees feel uncertainty about their future.

According to Rowntree, job insecurity (quoted from Rinika & Rustam, 2021) is a condition associated with a person's fear of losing his job, the prospect of

demotion, demotion and various other things threats to working conditions associated with decreased psychological well-being, and job satisfaction. According to Al Amin & Pancasasti (2022), the characteristics of job insecurity are that there is a threatening condition felt by a person toward the sustainability of his work relationship due to environmental (external) and psychological (internal) changes.

The interview results said that temporary employees tend to worry about the future of their work, not to mention there is news that in 2023 honorary workers or temporary employees will be officially abolished. In addition to worrying about the future of their work, they are also worried if they will be assigned to other offices or divisions. They are worried that in the future, their chief will be replaced. This is because they are comfortable, used to their work environment, and close to their current chief.

In the short term, job insecurity can affect job satisfaction, job involvement, organizational commitment, and trust in leaders. However, long term, this affects physical health, mental health, job performance, and intention to change jobs (turnover) (Septiari & Ardana, 2016). De Witte (2005) suggests that job insecurity is a stressor in the work environment where if it is experienced for a long period with a high enough intensity, it will cause employees to feel physically and psychologically exhausted. A situation like this is called burnout.

In the Law of the Republic of Indonesia No. 5 of 2014, the State Civil Apparatus is a civil servant and a government employee with a work agreement appointed by a staffing officer and assigned tasks in a government position or entrusted with other state duties and paid according to the laws and regulations. Civil Servants, hereinafter abbreviated as PNS, are Indonesian citizens who meet certain requirements and are appointed as permanent ASN employees by staffing officers to occupy government positions. Government Employees with Work Agreements, abbreviated as PPPK, are Indonesian citizens who meet certain requirements and are appointed based on a work agreement for a certain period to carry out government duties.

Temporary Employees in the government sector are employees who are appointed for a certain period. Usually, the time limit is one year or less to carry out Government and Development tasks that are technical, professional, and administrative to the organization's needs and capabilities within the personnel system's framework (Simanungkalit, 2013). According to Maslach & Leiter (2016, quoted from Safitri & Anisah, 2021), jobs in human-related fields, such as health, services, and education, are prone to burnout. The State Civil Apparatus (ASN) and PTT are public servants.

Previous research by Fa'izah & Rahman (2022) showed that the results of the study showed that there was an effect of job insecurity on burnout in Pamenang Selatan Honorary Teachers of 0.399 with a significant value of 0.007. Previous research conducted by Restiningrum (2015) showed that the regression coefficient of job insecurity significantly affects burnout with a positive direction of 0.590.

This research is based on several previous studies whose study themes have relatively similar characteristics but differ in the sample, research location, or method used. This research focuses on the influence of job insecurity and burnout only, and the variable job insecurity has never been done in Kupang City.

From the description above, the researcher is interested in examining the effect of Job Insecurity and Burnout on Government Employees of Kupang City, East Nusa Tenggara, with the research hypothesis:

$H_0$  = no effect of job insecurity on burnout in Kupang City Government Employees, East Nusa Tenggara.

$H_1$  = There is an influence of job insecurity on burnout in Kupang City Government employees, East Nusa Tenggara.

## **Method**

This research uses a quantitative approach that reveals the influence between variables by comparing them with existing theories and using data analysis techniques appropriate to the study's variables. The independent variable is job

insecurity, and the dependent variable is burnout. The population of this study is employees who work in the Kupang City Government Service Office and have been working for more than a year.

Table 1.  
*Characteristics of Research Respondents*

<b>Aspect</b>		<b>N</b>	<b>Percentage</b>
Gender	Male	143	39,83%
	Female	216	60,17%
Employment Status	State Civil Apparatus (ASN) :	150	42%
	Civil Servants (PNS)	147	40,95%
	Government Employees with Work Agreements (P3K)	3	0,84%
	Temporary Employees (PTT)	209	58%
Institute	Kupang City Health Service	29	8%
	Kupang City Food Safety Office	11	3%
	Kupang City Communication and Informatics Office	21	6%
	Kupang City Cooperative, Small and Medium Business Office	16	4%
	Kupang City Environment and Cleanliness Service	143	40%
	Kupang City Tourism Office	18	5%
	Capital Investment and Integrated Service Office One Door to Kupang City	22	6%
	Kupang City Education and Culture Office	45	13%
	Kupang City Transportation Service	38	11%
	Kupang City Industry and Trade Office	16	4%

To determine the sample size, the researchers used the Krejcie & Morgan (1970) formula with the results obtained from 343 samples from 3,168 populations. Participants were then selected using the Random Cluster Sampling Technique, where by using the Cadima et al. (2005) formula with an average employee of each office totaling 35 employees, the researchers then selected 10 out of 22 Kupang City Government Offices by using a lottery.

The scale used to measure job insecurity is adapted by researchers from The Multidimensional Qualitative Job insecurity Scale (MQJIS) belonging to Brondino et

al. (2020). The job insecurity variable has four dimensions (social relationships, employment conditions, working conditions, and work content), and eight items contain favorable statements with reliability shown by Cronbach's alpha is 0.764 and the overall value of factor loading for each item is above 0.50, with values ranging from 0.533 to 0.744 (> 0.50).

The dependent variable in this study is burnout. To measure burnout, the scale used by Maslach & Jackson, namely The Maslach Burnout Inventory (MBI) has been adapted to Indonesian by Yulianto (2020). The MBI consists of 22 statement items assessing three aspects (emotional exhaustion, cynicism, and reduced personal accomplishment) with reliability indicated by Cronbach's Alpha of 0.797 and a validity value of 0.313 –0.907.

## Result

### Description Analysis

The measurement results of the job insecurity variable in Kupang City Government Employees, East Nusa Tenggara in this study consisted of 3 categories which can be seen in the following table:

Table 2.

*The Category of Job Insecurity in Kupang City Government Employees, East Nusa Tenggara.*

Category	Interval	N	Percentage
Low	$X < 18.7$	94	26.2%
Moderate	$18.7 \leq X < 29.3$	205	57.1%
High	$29.3 \leq X$	60	16.7%
<b>Total</b>		359	100%

Table 3.

*Job Insecurity Hypothetical and Empirical Data Description.*

Variable	Hypothetical				Empirical			
	Min	Max	SD	Mean	Min	Max	SD	Mean
Job Insecurity	8	40	5.33	24	8	40	6.51	22.51

Based on the table above, it can be seen that the level of job insecurity of 359 employees in 10 Kupang City Government Offices, East Nusa Tenggara, with a low category is 94 people (26.2%), in the moderate category as many as 205 people (57.1%), and the high category as many as 60 people (16.7%). These results indicate that the category of job insecurity in The State Civil Apparatus and Temporary Employees in the Kupang City Government, East Nusa Tenggara is in the moderate level category as many as 205 people (57.1%).

Table 4.

*The Category of Burnout in State Civil Apparatus and Temporary Employees in Kupang City Government, East Nusa Tenggara*

Category	Interval	N	Percentage
Low	$X < 51.3$	31	8.6%
Moderate	$51.3 \leq X < 80.7$	313	87.2%
High	$80.7 \leq X$	15	4.2%
<b>Total</b>		359	100%

Based on the table above, it is known that the burnout rate of 359 employees in 10 Kupang City Government Offices, East Nusa Tenggara, with a low category of 31 people (8.6%), in the medium category of 313 people (87.2%), and high category as many as 15 people (4.2%). These results indicate that the burnout category for Kupang City Government employees in East Nusa Tenggara is moderate-level, with as many as 313 people (87.2%).

Table 5.

*Description of Job Insecurity and Burnout in Kupang City Government Employees, East Nusa Tenggara Based on The Institute*

Institute	Descriptive Statistic			
	Mean	Std. Deviation	Min	Max
Kupang City Health Service	22.38	4.69	8	32
Kupang City Food Safety Office	20.45	6.76	14	31
Kupang City Communication and Informatics Office	21.19	6.10	14	32
Kupang City Cooperative. Small and Medium Business Office	22.25	7.18	8	32
Kupang City Environment and Cleanliness	22.32	6.10	8	40

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Service				
Kupang City Tourism Office	19.56	6.35	9	31
Capital Investment and Integrated Service Office One Door to Kupang City	29.55	6.05	15	37
Kupang City Education and Culture Office	23.58	5.34	13	33
Kupang City Transportation Service	22.42	8.89	8	36
Kupang City Industry and Trade Office	18.81	2.86	12	22

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Based on the tenth institute of the Kupang City Government Offices, East Nusa Tenggara, the highest level of job insecurity is found in the Capital Investment and Integrated Service Office One Door to Kupang City with a value of = 23.58, and the lowest level of job insecurity is found in Kupang City Industry and Trade Office with a mean value of 18.81. Meanwhile, the highest burnout level was found in the Capital Investment and Integrated Service Office One Door to Kupang City with a mean value of 76.37, and the lowest burnout level was found in the Kupang City Tourism Office with a mean value of 61.67.

### **Data analysis**

#### *The Normality Test*

The normality test in this study used the one-sample Kolmogorov-Smirnov test with the help of the SPSS program. Data is said to be normal if it has a significance value of  $p > 0.05$ . Based on the results of Kolmogorov Smirnov, it was obtained that the value of  $p = 0.200 > 0.05$ , it can be concluded that the residual values in this study were normally distributed so that they were feasible to use.

#### *Linearity Test*

The results of linearity in this study indicate the value of Sig. Linearity of  $0.000 < 0.05$  and Sig. Deviation from linearity is  $0.076 > 0.05$ . This means that Job Insecurity and Burnout have a linear relationship, and linear regression can be used to explain the effect of the existing variables.

#### *Simple Regression Test*

To determine the regression's significance level or linearity with the criterion value of Sig  $< 0.05$ . Based on the table above, the value of Sig. = 0.000 means Sig.< of

the significant criteria (0.05). So the regression equation model based on the research data is significant, or in other words, the regression equation model meets the criteria.

*Homoscedasticity Test*

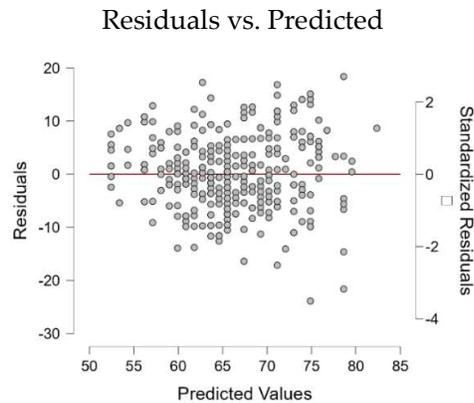


Figure 1. [Graph of Homoscedasticity]

The graph in the figure above shows the random distribution of the residuals around the baseline. This graphic depiction shows that the assumption of homoscedasticity is accepted.

*Hypothesis Test*

Table 6.

*Model Summary of Simple Regression*

Model	R	R Square	Adjusted R Square	Std. The error in the Estimate
1	.667 <sup>a</sup>	0.445	0.444	6.81214

a. Predictors: (Constant), JI

Table 7.

*Coefficients*

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	44.974	1.295		34.742	0.000
Job Insecurity	0.935	0.055	0.667	16.921	0.000

a. Dependent Variable: *Burnout*

Table 4 shows that the regression (R) between the two variables is 0.667, meaning that the relationship between the two research variables is sufficient. The R<sup>2</sup> value of 0.445 indicates that the independent variable (job insecurity) has a contribution effect of 44.5% on the dependent variable (burnout). In addition, in table 5, the regression coefficient value of 0.667 can be obtained with a significance of 0.000 < 0.05. These results indicate a positive relationship between job insecurity and burnout. This means that the hypothesis can be accepted with a large effect size. The regression equation is as follows:

$$y = c + b \cdot x$$

$$\text{Burnout} = 44.974 + 0.667 \cdot \text{Job Insecurity}$$

Information :

Y = estimated burnout variable score

c = constant

b = regression coefficient (Job Insecurity)

x = score on the predictor variable

## **Discussion**

This shows a positive relationship between job insecurity and burnout, where job insecurity accounts for 44.5% of burnout. This means that job insecurity has a large effect on burnout; besides job insecurity, another 55.5%, another variable that affects burnout, for example, social support, years of service, position, level of education, age, etc.

Lazarus & Folkman (1984) view burnout as a condition resulting from ineffective coping strategies in which employees try to protect themselves from work stress. Witte (1999) suggests that job insecurity is the most important factor causing stress. According to De Witte (2005), job insecurity is a stressor in the work environment where if it is experienced for a long period with sufficiently high intensity, it will result in employees feeling physically and psychologically exhausted. A situation like this is called burnout. The study results showed that job insecurity with burnout has a positive relationship.

The above research results are supported by research by Rasip et al. (2020), which has a correlation coefficient value of  $r = 0.406$  with a  $p = 0.009$ . This means that based on the correlation test, there is a relationship between job insecurity and burnout among outsourced employees at FIFGROUP Padang Branch. Another supporting study belongs to Prestiana & Putri (2013) entitled "Internal Locus of Control and Job Insecurity Against Burnout in Honorary Teachers of Public Elementary Schools in South Bekasi" obtaining a correlation coefficient of  $r = 0.616$ , which indicates that the relationship between job insecurity and burnout has a strong positive correlation (Prestiana & Putri, 2013).

Based on the research results, 94 employees have a low level of job insecurity, 205 employees have a moderate level of job insecurity, and 60 employees have a high level of job insecurity. The results of job insecurity variable data analysis show that employees who are research respondents generally have job insecurity in the medium category. This condition explains the feeling of insecurity about losing his job, the prospect of demotion, and various other threats to working conditions due to environmental changes (external factors) and psychological (internal factors) to employees. Environmental conditions that pose a threat include acquisitions, mergers, reductions in the number of employees, use of new technology, and reorganization.

Based on the research results, 31 employees have low burnout levels, 313 have medium burnout levels, and 15 have high burnout levels. The results of the analysis of the burnout variable data show that employees who are research respondents generally have burnout in the medium category. Burnout is usually experienced as ongoing physical, mental, and emotional exhaustion. One of the causes of burnout is workload. Field conditions indicate that employees have additional tasks besides their duties in the office. Another task in question is the movement to enter the sewer which is held every Friday morning. This movement is mandatory for all employees of the Kupang City Government. Maslach & Leiter (2016) state that work overload contributes to worker burnout by draining people's

capacity to meet job demands. The mismatch between workers and their duties allows for work overload to occur. Excess workload makes workers do a lot of work with little time, and workers have little opportunity to rest and restore balance.

Of the 10 Government Offices of the City of Kupang, East Nusa Tenggara, the highest levels of job insecurity and burnout were found in the Investment and One-Stop Services Office of Kupang City with a mean job insecurity = 23.58 and a mean burnout = 76.37.

From interviews conducted with the Head of the Finance Office of the Investment and One-Stop Services Office of the City of Kupang, it was stated that the burnout experienced by employees could be due to work being carried out too monotonously and the dedication taking too long, where many employees have worked in agencies for a dozen years. He argues that a person needs a new atmosphere not to feel bored. ASN and PTT have their respective duties, namely main tasks and functional tasks, but not infrequently. They also have other tasks given by superiors for the organization's benefit.

Relationships between employees in the office, both vertically and horizontally, based on employee interviews, are expected to respect each other to create a comfortable atmosphere and harmonious relationships. However, maintaining harmonious relations between employees is a difficult task. This is because employees have different characters. So sometimes, there is disharmony between employees that can interfere with duties and services to the community.

Maslach & Leiter (2016) argued that workload and community can affect burnout. Work overload contributes to burnout by draining people's capacity to meet job demands. The mismatch between workers and their duties allows for work overload to occur. Excess workload makes workers do a lot of work with little time and have little opportunity to rest and restore balance. They are related to the workplace relationship between employees and other people. Lack of support, trust, and unresolved conflicts pose a risk of burnout to workers. Employees will work

well when they feel comfortable, happy, and have a respectful relationship with colleagues at work.

### **Conclusion**

1. There is an influence of job insecurity on burnout in Kupang City Government Employees, East Nusa Tenggara.
2. The results of this study show that government employees in Kupang City, East Nusa Tenggara, have a moderate level of job insecurity.
3. The results of this study show that government employees in Kupang City, East Nusa Tenggara, have a moderate level of job insecurity.
4. Job Insecurity has a significant effect on burnout

### *Suggestion*

For future researchers, they can add other variables that can cause and suppress high burnout and see differences in the levels of job insecurity and burnout from aspects that were not examined in this study. This study has deficiencies in the uneven distribution of data on the employment status aspect, so it is hoped that future studies will distribute the data or questionnaires evenly so that the results obtained are more valid.

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