

Analysis of the Implications of Burnout on the Subjective Well Being (Swb) of Employees at Pt Bank Rakyat Indonesia (Persero) Tbk. Head of Tanete Riaja Unit, Barru Regency

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Article Info	Abstract
Burnout, Subjective Well Being, Indications that influence Burnout on Subjective Well Being	This research is a type of qualitative research with the aim of knowing exactly the implications of burnout on subjective well-being among employees at PT Bank Rakyat Indonesia (Persero) Tbk. KCP Tanete Riaja Unit , Barru Regency . The type of data used is descriptive qualitative with data collection through observation and interviews. The research results that can be written show that employees at PT Bank Rakyat Indonesia (Persero) Tbk. Tanete Riaja KCP Unit, Barru Regency , experienced a Burnout condition which affected the Subjective Well Being condition which was classified as moderate when working. It is said to be moderate because looking at the Burnout dimension , researchers found that there are three indications that can influence it, namely overtime on Saturdays and Sundays, less time with family and stressful work aspects. Even though employees are experiencing moderate burnout , they still prioritize customer priorities by providing excellent service.

1. Introduction

The corporate world as an organization must be able to achieve its planned goals to meet the demands of development and technological progress today. The inability of employees to meet expectations and demands at work results in boredom. Reactions to employee boredom usually consist of complaints, both physical and emotional.

Bank Rakyat Indonesia is a commercial bank that always prioritizes customer satisfaction. This is demonstrated by improving services to customers in various areas of banking, both operational services and e-banking. Bank Rakyat Indonesia is expected to meet job demands, such as exceeding performance achievements from the previous year. To achieve this target, it is necessary to implement appropriate human resource strategies.

Despite the rapid development of digital technology today, several banks still assess that the role of employees as a workforce makes a significant contribution and cannot be ignored. This can be seen from the increase in the number of employees at several banks, leading

to increased labor costs.

In the first quarter, labor costs at Bank Rakyat Indonesia (BRI) increased by 11.59%, from IDR 9.57 trillion to IDR 10.68 trillion. In its recruitment policy, BRI manages superior talents for the success of the company's transformation, considering the importance of employees in providing excellent customer service. The physical and emotional condition of employees is very influential in driving productivity. Burnout conditions greatly hamper the quality and quantity of work. Companies usually set targets that must be achieved within a certain timeframe for their employees. Human resources that cannot face the demands of globalization tend to view work as a burden, performing tasks out of necessity and requirement.

In the work environment, especially within a highly competitive banking culture, job demands include quantitative aspects, such as the amount of work, and qualitative aspects, such as the difficulty level of tasks. These demands can lead to emotional tension, causing prolonged fatigue and decreasing employee productivity.

Burnout is characterized by physical and emotional exhaustion. It often stems from stress related to work due to unmet expectations. Prolonged physical and emotional fatigue can lead to stress, decreasing work productivity. Burnout makes employees feel drained and lose interest and motivation for work. Employees often feel weak, tired, and stuck in problem-solving. Physically, burnout can cause decreased appetite, sleep disturbances, headaches, and muscle aches. Emotionally, it leads to loss of motivation and job dissatisfaction.

Physical and emotional symptoms affect work habits. Burnout results from prolonged stress due to work pressures and demands. Every individual in an organization faces problems regardless of their position. Rapid organizational development increases work demands. Employees must adapt to these demands and expectations, facing high levels of pressure. Burnout leads to emotional exhaustion, apathy, depression, irritability, and boredom. According to Muhammad Abdul Hafizh (2021), burnout is a psychological syndrome triggered by continuous physical, mental, and emotional fatigue, leading to depression and decreased performance.

The implications of burnout include complexity and emotional exhaustion. Employee well-being significantly benefits a company, but underperformance makes it difficult to achieve goals, vision, and mission. Burnout generally occurs due to high work demands and large workloads, leading to increased burnout conditions among employees. Discrepancies between expectations and reality can be surprising and challenging for employees with low physical and emotional resilience to meet work demands.

2. Research Methods

2.1 Types of Research

In this research, a qualitative approach was used. According to Kaharuddin (2021), qualitative research is descriptive in nature

and tends to use in-depth analysis. The process and meaning (subject perspective) are more emphasized in qualitative research. The theoretical basis is used as a guide so that the research focus aligns with the facts in the field. Qualitative research also leads to the study of the natural setting of various social events. It relies more on descriptive aspects of data obtained from the field. Additionally, qualitative characteristics are directed towards natural traits, with data analysis being more in-depth to uncover the meanings behind what seems real. A qualitative event is characterized by a deductive process that focuses more on emphasizing the meanings of each event.

2.2 Research Focus

When conducting research, it is crucial to determine the focus. This stage helps researchers concentrate the scope of their study. A clear focus will assist in finding future research paths. This step is essential as it defines the problem study area, making it easier for researchers to direct their efforts towards the right research goals. Based on the conceptual framework in this research, the focus is to determine the implications of burnout on employee subjective well-being.

2.3 Research Site and Time

The chosen location for this research is PT. Bank Rakyat Indonesia (Persero) KCP Unit Tanete Riaja Barru Regency, Jl. Poros Soppeng, Ex. Kading, Barru, South Sulawesi. The research was conducted from January 2024 to February 2024.

2.4 Data Types and Sources

This research utilizes qualitative data presented in narrative, audio, or video form. The data sources include primary data and secondary data. Primary data is obtained directly from the field through interviews and direct observations at PT. Bank Rakyat Indonesia (Persero) Tbk KCP Unit Tanete Riaja Barru Regency. Secondary data is sourced from documents, including books, research reports, journals, and related agency websites. It is

collected to provide additional context, allowing researchers to compare data from various sources and identify similarities and differences in the phenomena being studied. In this research, secondary data includes information on the implications of burnout on employee well-being in banks.

2.4 Informants

Determining informants is a qualitative characteristic widely used by researchers through purposive, snowball, quota, and incidental techniques. Purposive technique involves selecting informants deliberately based on specific criteria, such as knowledge of the research object and their position within the community or organization. The snowball technique involves an initial informant identifying subsequent informants. The quota technique selects informants based on a predetermined number, while the incidental technique chooses informants based on need, provided they are suitable data sources.

2.5 Data Collection Techniques

Observations involve collecting data on employee burnout at Bank Rakyat Indonesia (Persero) Tbk KCP Tanete Riaja Unit through direct observation without specific tools. Interviews are used to gather data through prepared questions and answers, recorded using audio and video. Documentation involves collecting images or information that support the research.

2.5 Data Analysis Method

Data analysis is an information management process performed after collecting data from observations and interviews. The steps include collecting data from interviews and documentation notes, reducing data to simplify and focus on relevant information, presenting data to facilitate understanding, and drawing conclusions by comparing research results with existing theories and interview findings to ensure accuracy.

3. Discussion of Research

3.1 Data Presentation

Data presentation is the part that reveals the data produced in research according to the methods and procedures used with a system that is adapted to the research focus and relevant data analysis.

a. Implications of *Burnout* on *subjective well-being* among PT employees. Bank Rakyat Indonesia (Persero) Tbk. KCP Tanete Riaja Unit, Barru Regency

Burnout's implications for *subjective well-being* occur in PT employees. Bank Rakyat Indonesia (Persero) Tbk. KCP Unit Tanete Riaja Barru Regency when the physical and emotional condition of employees is considered to have a significant influence on how the company's operations run. Overtime conditions will definitely disrupt the quality and quantity of work. Companies usually set goals that their employees must achieve within a certain time. Human resources who are not ready to face the demands of globalization tend to view work as a burden. This can lead to *Burnout implications* for *subjective well-being* for PT employees. Bank Rakyat Indonesia (Persero) Tbk.

Basically employees of PT. Bank Rakyat Indonesia (Persero) Tbk. The Tanete Riaja Unit KCP, Barru Regency is also part of ordinary people, who will experience internal burnout because they have to carry out quite high task demands with quite dense overtime working hours. This will trigger *Burnout implications* for *subjective well-being* which will have an impact on physical fatigue, emotional fatigue and mental fatigue.

In carrying out their duties and authority, employees of PT. Bank Rakyat Indonesia (Persero) Tbk. KCP Unit Tanete Riaja Barru Regency is required to do and provide the best. However, on the other hand, conditions in the workplace mean that some employees still have to carry out busy working hours, where days are actually used as holidays, but employees still work overtime to complete the work they have left behind.

b. Interview result

Based on the results of observations and interviews conducted with each informant employee of PT Bank Rakyat Indonesia (Persero) Tbk. Tanete Riaja Unit KCP, Barru Regency, research results were obtained from each dimension of *Burnout*, namely:

1) Dimensions of Physical Fatigue

The results of the interview conducted with the Operations and Service Supervisor on Tuesday 02 January 2024 with the question What is the work mechanism implemented by the BRI KCP Tanete Riaja Unit bank? Mr Muhammad Adam said that:

The mechanism of each job we experience is divided, some from business, some from operations. (<https://drive.google.com/folderview?id=1oEzeDul4pAPIpaBxHI0SBDbNIHUrEIE8>)

Results of interviews conducted with Operations and Service Supervisors on Tuesday 02 January 2024 with the question: How often do you have to work overtime to complete your work? Mr Muhammad Adam said that:

If the work never ends. BRI Tanete Riaja itself always goes into overtime every Saturday or Sunday. So the work at BRI frankly has to be on time from 8 in the morning to 4 in the afternoon. (<https://drive.google.com/folderview?id=1oEzeDul4pAPIpaBxHI0SBDbNIHUrEIE8>)

It can be concluded that the work mechanism implemented by Bank BRI KCP Tanete Riaja Unit already exists, but on the other hand the work mechanism itself is divided. This is one form of *Burnout's implications* for *subjective well-being* because most of the BRI Bank KCP Tante Riaja Unit employees do overtime every Saturday and Sunday to reduce pending work.

Results of an interview conducted with Associate Mantri Kupedes on Tuesday 02 January 2024 with the question How often do you have to work overtime to complete your work? Mr Fadlan said that:

Certainly often. Because if the work on working days Monday – Friday is not fulfilled, we usually have to work overtime on Saturday or Sunday depending on management's direction. (https://drive.google.com/folderview?id=1oXVz0fnVF36v_xLXuPqxlpVAGpX_2y)

Results of an interview conducted with Associate Mantri Briguna on Tuesday 02 January 2024 with the question How often do you have to work overtime to complete your work? Mr Sultan Kemal said that:

Quite often, this means that all the work that is done Monday to Friday, if the target has not been fully achieved, is usually done on Saturday and Sunday or overtime. (https://drive.google.com/folderview?id=1oY473GwHp1wCEExDr-6n3K_fVKxWxo-r)

Results of interviews conducted with Customer Service on Tuesday 02 January 2024 with the question How often do you have to work overtime to complete your work? Mrs. Syarmila said that:

So overtime itself is usually held because it allows for work that has not been completed on the working day. (https://drive.google.com/folderview?id=1okMhCM90RU0NMf99zUi9Ch7V40_FbhR)

Through interviews with four informants in this research, it can be concluded that the work procedures implemented by BRI KCP Tanete Riaja Unit, Barru Regency already exist. The overtime conditions carried out by employees result in low levels of rest for employees so that this gives rise to *burnout conditions* which affect the condition of *subjective well-being* for employees of Bank Rakyat Indonesia KCP Tanete Riaja Unit, Barru Regency. By deeply analyzing the informants' views, key patterns can be seen in the phenomenon being studied, such as physical fatigue from every aspect of work to prioritize customer satisfaction. Through an analysis of physical fatigue in the context of work at a bank,

it was revealed that task demands can have a significant impact on the work dynamics of employees to meet demands by providing excellent service to customers. In the banking work environment, intense workloads can be a major factor causing physical fatigue in employees. Expanding welfare strategies and improving working conditions can be a relevant solution in improving excellent employee working conditions.

2) Dimensions of Emotional Exhaustion

Results of interviews conducted with Operations and Service Supervisors on Tuesday 02 January 2024 with the question: Does your job allow you to spend enough time with your family and activities outside of work? Mr Muhammad Adam said that:

What is certain is that if we work according to standards, we must start at the office operating hours at 8 o'clock, usually the time we go home depends. Well, usually it finishes at 4 pm or 5 pm depending on what kind of work it is. For us here in the services section, which means we sell services, which means things like spending enough time with family, I think that's not enough, it's still not enough because we usually go home at 7pm to 8pm because we have to try to finish the work that day.
(<https://drive.google.com/folderview?id=1oEzeDul4pAPIpaBxHIOsBDbNIHUrEIE8>)

Results of an interview conducted with Associate Mantri Briguna on Tuesday 02 January 2024 with the question Does your job allow you to spend enough time with your family and activities outside of work? Mr Sultan Kemal said that:

Thank God, with the intensity of my work so far, I have enough family time, even though I'm actually a migrant in Barru, so I can only meet my family on Saturdays or Sundays outside the area.
(<https://drive.google.com/folderview?id=1oY473GwHp1wCEExDr-6n3KfVKxWxo-r>)

Results of interviews conducted with Customer Service on Tuesday 02 January 2024 with the question Does your job allow you to spend enough time with your family and activities outside of work? Mrs. Syarmila said that:

As for this, I happen to be a migrant so my time for family is only Saturdays and Sundays, for example if I don't do overtime.

(https://drive.google.com/folderview?id=1okMhCM90RU0NMf99zUi9Ch7V40_FbhR)

In this case, individuals express personal feelings regarding relevant aspects regarding the emotional exhaustion that employees can feel in meeting the company's work achievement demands. The high demands of work make it difficult for employees at the BRI KCP Tanete Riaja Unit, Barru Regency, to maximize time with their families. Lack of time with family results in high levels of employee burnout at work. So this can have an impact on employees' emotional conditions being less than optimal at work. Burnout conditions due to emotional fatigue can arise with high work intensity so that it can affect employee working conditions. In the context of emotional exhaustion, motivation is very necessary, both internally and externally. Having sufficient time balance is a factor in the emotional well-being of employees in completing the work assigned.

3) Dimensions of Mental Fatigue

Results of an interview conducted with Associate Mantri Kupedes on Tuesday 02 January 2024 with the question What is the most stressful aspect of your current position? Mr Fadlan said that:

What's stressful is if at the end of the month the customer doesn't pay because we ourselves have targets that must be met.

(https://drive.google.com/folderview?id=1oXVz0fnVF36v_xLXuPqxlpVAGpX_2y)

Results of an interview conducted with Associate Mantri Briguna on Tuesday 02

January 2024 with the question: What is the most stressful aspect of your current position? Mr Sultan Kemal said that:

What is stressful at the end of the month is to achieve the target, meaning that when we are required to give our best, we must also try our best. At the end of the month, our marketing department has a target that must be achieved. (https://drive.google.com/folderview?id=1oY473GwHp1wCEExDr-6n3K_fVKxWxo-r)

In this case it can be concluded that there are implications for *burnout*. Here it is stated in detail that achieving targets is a demand that must be met at the end of every month and employees are required to give their best. This is a stressful aspect for employees which makes employees feel mental fatigue. Tension at work makes it difficult for employees to focus on working optimally. With indications from this aspect, BRI KCP Tanete Riaja Unit Barru employees are experiencing *burnout* conditions which affect *subjective well-being conditions*.

3.2 Discussion

The implications of *burnout* occur in BRI KCP Tanete Riaja Unit Barru Regency employees when job demands which include the amount of work and task load given are not met during the working hours applied. These implications cause individual conditions characterized by physical fatigue, emotional fatigue and mental fatigue which can influence the level of employee well-being in achieving the work targets given by the company. These working conditions have the potential to direct employee behavior to a state of fatigue that will cause employee productivity to decline.

This is in line with research by Lusi Extiavisca, Mohammad Hutomo in 2019 regarding analysis of the implications of workload and *burnout* (work fatigue) of employees in the expedition department of PT. Nirwana Alabare Garment, from the results of its research, revealed that it is important to pay attention to workloads and high *burnout conditions*, so that employees are able to carry

out their duties well so that the resulting production productivity can be more optimal.

Overall, the findings of this research show that the majority of BRI KCP Tanete Riaja Unit employees under the auspices of BRI Barru always prioritize customer satisfaction. The operational services provided are always being improved in various fields, both in terms of service and services in the company's marketing department. The management of the company itself hopes that employees can provide the best service to customers. Regarding improving the quality of welfare provided, employees are supported through *the motivation bonus aspect* if the employee's work achievement targets are successfully met. This gives rise to competitive employee work in fulfilling services so that they can produce excellent service to customers in accordance with the expectations of the bank's own work procedures.

Basically, the work procedures implemented by the bank often cause employees to feel fatigue, which is characterized by conditions related to work due to employee expectations and reality not working as expected. This gives rise to findings that there are *Burnout implications* from this tendency, thus affecting the quality of the increase in welfare felt while meeting targets in the company's work achievements. The working hours implemented by BRI KCP Tanete Riaja Unit, Barru Regency are from 8 am to 4 - 5 pm during office operating hours. However, if there is work that has not been completed, employees will go home at 7 pm or 8 pm. Employees are required to provide excellent service to customers and achieve targets set by company management. BRI KCP Tanete Riaja Unit employees under the auspices of BRI Barru implement a work system that must be punctual from working hours from 8 am to finish and meet the work demands given. This is also one of the things that triggers the implications of *Burnout on subjective well-being*.

Employee working conditions influence the productivity of employee performance. From the mechanism implemented by the BRI

KCP Bank, Tanete Riaja Unit, Barru Regency, employee work procedures are divided according to their respective fields and job descriptions. Job demands require employees to work optimally so that overtime is a step for employees to meet company management targets. This results in an imbalance in employees' time, making it less possible for them to spend enough time with their families. Employees are required to provide the best service and meet the targets given so that internal and external motivation is needed to overcome the stressful aspects of the job demands given.

4. Closing

4.1 Conclusion

Based on the results of research and discussions conducted by researchers with BRI KCP Tanete Riaja Unit Barru Regency employees regarding the implications of *burnout* on *subjective well-being*. Researchers concluded that BRI KCP Tanete Riaja Unit employees experienced *burnout conditions* which affected their *subjective well-being* which was classified as moderate. The meaning in question is that even though employees are experiencing *burnout*, they still prioritize customer priorities by providing excellent service. Judging from the dimensions of *burnout*, 3 indications are obtained that influence it, namely overtime on Saturdays and Sundays, less time with family and stressful work aspects.

4.2 Suggestion

Referring to the conclusions above, it is hoped that this research will present better research results, for this reason the researcher proposes the following suggestions:

1. For Institutions

To reduce *burnout conditions*, BRI KCP Tanete Riaja under the auspices of BRI Barru must implement solution actions to find a way out of a problem by forming a solution that can solve the problem, such as creating a better working atmosphere and increasing motivation.

2. For employees of PT Bank Rakyat Indonesia (Persero) TBK KCP Tanete Riaja Unit, Barru Regency

It is hoped that employees of PT Bank Rakyat Indonesia (Persero) TBK KCP Unit Tanete Riaja Barru Regency can pay more attention to aspects that can influence employee *burnout conditions* to and provide the best service to customers.

3. For Other Researchers

For researchers who are interested in conducting further research, researchers should expand or add to the problem formulation so that the research results become a reference for subsequent research.

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