Dealing with Job Insecurity, Work Stress, and Family Conflict of Employees

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Abstract—**This study was to determine the effect of job insecurity, work stress, work family conflict on burnout of employees of PT. Granada Audio Indonesia. The object of this research is employees who work at PT. Granada Audio Indonesia. This study was conducted on 40 respondents using a quantitative descriptive approach. The results of this study show that the variable job insecurity has a significant positive effect on burnout, work stress has a significant positive effect on burnout and work family conflict has a significant positive effect on burnout. The approach used in this study is the Structural Equation Model (SEM) with a Smart-PLS analysis tool. Therefore, the results of this research test state that there is a joint effect between job insecurity, work stress and work family conflict variables on burnout at PT. Granada Audio Indonesia.**

Keywords: job insecurity, work stress, work family conflict, burnout

I. INTRODUCTION

Human resources are the most important assets of the company because of its role as the subject of implementing the company's policies and operational activities. Resources owned by companies such as capital, methods and machinery cannot provide optimum results if not supported by human resources that have optimum performance. According Syamsuddinnor, human resources are one of the main capital in organization, where it can give invaluable contributions in the strategy of achieving organizational goals [1]. Good organizational planning is certainly supported by the ability of human resources to implement out work, so that in the planning process these goals will not experience many problems.

So many responsibilities and demands of an employee should be lived, usually employees experience burnout for their work. Burnout is a popular term for condition of mental or physical energy after a period of chronic stress that does not heal related to work, sometimes characterized by work or with physical sickness. According Gonul and Gokce, burnout is a prolonged response related to stress factors that continue to happen in the workplace where the result is a combination of workers and their jobs [2]. According Rahmawati and Amir, burnout conditions will also affect the decline in performance and work performance and changes in individual attitudes in the work environment such as [2]: withdrawal from work by keeping a distance (decreasing intensity correlates well with

clients or coworkers), more absent and have a higher turnover than other workers.

According Leither and Maslach, burnout is a form of emotional fatigue that is often feeling hopeless, physical fatigue, and not sure about doing a job [3]. Burnout as mental fatigue, lost commitment, and decreased motivation in workers. Fraudenberger, negative effects of burnout that is, high level of attendance, employee turnover, desire to move, low job satisfaction, decreased commitment and productivity [4]. According Satriyo and Survival, explain that burnout is an indication come about the individual level, which is an internal psychological experience because it involves feelings, attitude, hopes that cause physical fatigue, emotion, and mental caused by someone's involvement in service work because to unbalanced relationships between giver and recipient of the service [5]. One of the problems causing burnout is job insecurity, job insecurity as powerlessness to maintain the desired continuity in threat working conditions [6].

Job insecurity is the fear or anxiety arising from the subjective perception of the possibility of losing one's job and the situation is not desired by the person concerned [7]. Job insecurity can arise when there is a discrepancy between the expected level of security and the actual experience of security felt by someone. If the continuity of employment is felt more insecure compared to what was expected, or in other words there is a risk of losing their jobs who want to keep on maintaining, it will experience or feel job insecurity [7].

According Park et al., employees who experience mental disorders associated with work stress are caused by job insecurity [8]. The research shows job insecurity as one of the causes of work stress. Job insecurity is one of the most common stresses about uncertainty about a person's future related to his job. Job insecurity for its work is a psychological condition of an employee who feels threat or worried about the continuity of his work in the future [9]. Threat condition is perceived by the continuity of employment relationships caused by several factors such as environmental changes, and someone's mentality, then groups of workers who are vulnerable to experience job insecurity [10]. And it cannot be denied, every human being must have experienced stress because of a problem that is being faced in his environment, both in the social environment and in the work environment, stress can also be interpreted as pressure, tension or unpleasant interference from outside of oneself. Stress can be caused by

many things, for example: target within the company have been determined with a maximum, work environment for the company, salary does not match what you want, Stress in the workplace has become an important issue because the consequences can bring great losses, especially for companies.

Stress must be seen on a case by case on the sufferer if the excess will cause employees under pressure, because no longer able to cope with a task too heavy, work stress is distress experienced by employees in the face of the work [11]. Work stress is evident from the views themselves among others emotionally unstable, feeling of calm, aloof, insomnia, excessive smoking, nervous, tense and blood pressure increases [12]. Stress comes when employees are unable to fulfill what is a job's demands, unclear what is the job responsibility, short of time to complete the task, no support facilities to carry out the work, conflicting tasks are examples of stressors [13].

Stress in the workplace is a widespread problem and has become a major public health problem because of its negative effect both on the physiological and mental [14]. Besides job insecurity and work stress, work family conflict is one cause of employee fatigue working, usually work family conflict occurs to employees who already have a family, and there are two demands that must be met the demands of the workplace and in the family should be resolved simultaneously with the time and limited capability. Work family conflict occurs in someone who has long working hours and finds it difficult to balance work and family demands which will cause stress or stress and have an impact on reducing job satisfaction [15].

According Sedarmayanti with family conflict occurs when individual workers have to cope with the demands of one domain of interest (work or family) that causes interest (role) one must defeat the interests of others [16]. For example, the more people who experience demands in the role they should perform at home. A challenging job, frequent travel and the same working hours can easily lead to conflict with pressure and the desire to participate in family activities. These results show that work family conflict positive and significant impact on burnout, not only for women who work, but that men can also experience work family conflict [17]. Work family conflict and family work conflict have consequences for employees, however, previous studies mostly discussed the effect of work family conflict rather than work conflict families, because work family conflict is considered to have a more serious impact on employees compared to family work conflict [18].

Looking at the phenomena and facts that have been stated in the description above, there are several aspects that affect burnout at PT Granada Audio Indonesia, among others existence of job insecurity, work stress and work family conflict (family-work conflict), then the author is interested in conducting research and the author will discuss further with the title "How to Job Insecurity, Work Stress and Work Family Conflict That Affect Burnout Employees"

A. Research Purposes

The research objective was to determine the effect of job insecurity, work stress, and work family conflict on burnout at PT Granada Audio Indonesia.

B. Benefits of Research

The results of this study are expected to contribute to add insight or research studies and as a basis and comparative and reference studies for similar researchers. The results of this study can be taken into consideration for the office to determine the policies that will be taken in overcoming the influence of job insecurity, work stress, and work family conflict on burnout at PT Granada Audio Indonesia, Meruya Ilir, West Jakarta.

II. LITERATURE REVIEW

A. Job Insecurity

Job Insecurity is defined as employee expectations for the continuity of work, Job security cannot be separated from attention to uncertainty about the continuation of work and uncertain situations resulting from changes in the organization such as downsizing. Merger and reorganization and the absence of systematic research conducted to describe the role of uncertainty in influencing individual reactions to organizational changes [19].

According Smithson and Lewis, defines job insecurity as psychological condition of employees who demonstrate a sense of confusion or feel insecure because of changing environmental conditions (perceived impermanence) [20]. Job insecurity is a reflection of the degree to which employees feel their work is a threat and felt the helplessness to do anything about it, this condition came because of the many jobs with contract and outsourcing status which is quite applied by the company [20]. many jobs with duration of temporary or not permanent. many employees experience job insecurity, usually, job insecurity is insecurity in working psychologically.

Job Insecurity is a situation where employees have a sense of insecurity about the work they have, Insecurity can arise because of the threat of losing the job or loss of the dimensions of the work itself [21]. According Greenhalgh and Rosenblatt, as a feeling of helplessness to maintain continuity in threat working conditions [20]. This threat can occur in aspects of the work or overall work, this is fifth component emphasizes the ability of individuals to deal with threats identified from previous components [20]. In detail, the five job insecurity components are stated as follows:

- The significance of the work aspect, in the form of threats received on various aspects of work such as promotion, salary increase or maintain current salary levels, arrange schedules. Employees who are at risk of losing aspects of the work will have higher job insecurity compared to not feel threatened.

- The significance of the overall work, like a promotional event, incident to be temporarily dismissed, the incident was fired. Individuals who get threats to work events, it is more important to allow job insecurity than threats to non-essential work events.

- Measuring the possibility of negative changes in overall work, the greater an emergence of negative threats in the aspect of work will increase the likelihood of employee job insecurity

- Measuring the possibility of negative changes in overall work, The greater of probability negative occurring in the workplace

- The helplessness felt by individuals has an impact on the way individuals face the four components above, According Ashford et al., if individuals receive threats to aspects of work, or work events, they will deal with them according to their capabilities [20]. Higher or lower powerlessness will result in higher or lower job insecurity felt by individuals.

Dimensions of Job Insecurity by Smithson and Lewis, are [22]:

1) The level of threat felt by employees regarding aspects of work

- The threat level will be stopped suddenly.

- Concerns will be fired if they break a rules-company.

- The level of threat of compensation reduction.

2) The importance of work

- The level of concern will be fired can interfere with personal and social life.

- The level of concern of job loss will affect the status and dignity

- The level of risk is important.

- The level of threat of job loss originating from the company's internal environment.

According Nugraha, states that there are five indicators in job insecurity, are [20]:

- The meaning of the work for individuals.

- The level of threat that is like to occur at this time and affect the overall individual work

- The level of threat that is like to occur and affect the overall individual work

- The powerlessness felt by individuals

- The level of threat to jobs on the next year.

B. Work Stress

Caplan et al., said that work stress refers to all the characteristics of work that allow a threat to the individual [23]. Stress is an individual interaction with the environment, but they complicated definitions as follows adaptive responses that are connected by individual differences and or psychological processes that are consequences of action, situation, or external events (environment) that place psychological and more demands on someone [24]. Work stress is a construct that is very difficult to define, stress in work happens to someone, where someone runs from a problem, since some workers bring

employment to stressful tendencies, work stress as a combination of sources of stress on the job, individual characteristics, and stress outside the organization [25]. Job stress is a tension condition that creates physical and psychological imbalances. that affect the emotions, thought processes, and conditions of an employee.

According Robbins and Judge, suggests work stress indicators, namely [26]:

- Task Demands: These are factors that are related to one's work such as work conditions and work procedures for physical.

- Role demands: Associated with the pressure exerted on someone as a function of the particular role played in an organization.

- Organizational Structure: If the form and structure of the organization is less clear and occurs over a considerable period of time, then it can be a source of stress

- Attitude of the Leader: The attitude of the leader towards employees is a source of stress for his employees.

- If a boss does not give good attention to employees, employees will feel depressed and feel unattended

C. Work Family Conflict

According Netemeyer, defines work family conflict as a form of conflict in which the public demands, the time and tension that comes from work interferes with the employee's responsibility for the family [27]. Family conflicts with workers occur when individuals have to face demands from one domain of interest (work or family) which causes one interest or role to defeat the interests of the other [16]. For example, the more people who experience demands in the role they should perform at home, Jobs challenge, often traveled far and the same working hours can easy lead to conflict with the pressures and desires to participate in family activities.

According Judge and Colquitt, in job roles, work family conflict will lead to work fatigue that will affect individual behavior in organizations such as absence, employee turnover, and finally will cause the desire to move [28]. Work family conflict is a form role conflict where the demands of work and family cannot be aligned in several ways [29]. Agree with Greenhaus and Parasuraman, arguing that work family conflicts occur because employees try to balance the demands and pressures that arise, both from family and from work [16]. According Sedarmayanti, states that family work conflict (work family conflict) has two components as follows [16]:

- Family interference with work

- Work interference with family

According Greenhaus [29] dimension (work family conflict) that is:

1) Strain-based conflict: Strain-based conflict occurs when a strain due to carry out a role makes it difficult to undertake the responsibilities of other roles.

2) Time-based conflict: Time-based conflict occurs when the time allotted to perform a role makes it difficult to meet the demands of other roles.

3) Behavior-based Conflict: Behavior-based Conflict occurs because the tension generated in a role influences the implementation of other roles.

D. Burnout

Burnout is a fatigue syndrome, both physically and mentally which includes developing a negative self-concept, lack of concentration and negative work behavior [30]. This situation makes the environment in work cool, not fun, dedication and commitment is reduced, performance, worker performance is not optimal, this also makes workers keep their distance, do not want to be involved with their environment. Burnout is also influenced by incompatibility between the business and what is obtained from work. Burnout is a condition in which a person loses psychological or physical energy. Usually it is caused by work situations that do not support or are not in accordance with needs and expectations.

Burnout is usually experienced in the form of physical, mental, and emotional fatigue [31]. Lack of clarity of work rights and responsibilities and role conflict (demands for work not consistent with the values believed) can contribute. One of the problems that arise with regard to the individual in the face of organizational demands higher and competition is hard at work the employee is stress. More stress will adversely affect an individual's ability to deal with his environment normally.

Saturation make our minds become filled with loss rational. This situation can lead to being overwhelmed by our work and ultimately causing mental and emotional exhaustion, then motivation decreases and begins to lose interest in work and ultimately the quality of work and quality of life decreases [32]. The first thing that must be done to reduce job burnout is the self-awareness of leadership that in carrying out its work, an employee deals with problems that could have an impact on the incidence of job burnout [32]. Some things a leader can do to overcome the situation, that is : professionally coaching employees, maintained professional relationships that are not rigid and familiar between fellow employees and even between leaders and employees, doing significant social support to employees, the existence of the business an employee itself, namely maintaining physical and mental conditions so that a good stress management is formed, improve harmonious relationships with fellow employees and employees with leaders, make the surrounding environment safe and comfortable, and enhance insight and carry out useful activities.

There are three components that are often used to explain the occurrence of burnout, are [33]:

1) Emotional fatigue: Marked by the depletion of emotional resources, such as feeling someone feels unable to provide maximum psychological service. Emotional fatigue is characterized by the feeling of have energy, reduced emotional

resources within themselves such as love, empathy, attention, helplessness, stress, apathy towards work and feeling shackled by tasks in the work that ultimately lead to feelings of being unable to provide service to others.

2) Depersonalization: According Maslach is an attitude, feeling, or negative view of the recipient of service. This negative reaction arises in behavior such as looking down and belittling the client, being cynical about the client, being rude and inhuman in dealing with the client, and ignoring the needs and demands of the client. This syndrome is a further result of attempts to withdraw from emotional involvement with others. Another attitude that arises is to lose idealism, reduce contact with the surrounding area, relate as needed, think negative and be cynical about the surroundings. Concretely someone who is depersonalized tends to belittle, ridicule, not care about the other person being served, and be rude.

3) Decrease in achievement of self-achievement: The decrease in the desire for self-achievement is characterized by a tendency to give a negative evaluation of yourself, Workers feel themselves incompetent, ineffective, not satisfied with what has been achieved in the work, even the feeling of failure in work. According to Maslach, a negative evaluation of the achievement of this work developed from the presence of depersonalization of the service recipient. Negative views and attitudes towards clients over time lead to feelings of guilt in the service provider.

The dimensions of Burnout according to are as follows [34]:

- Physical fatigue, such as insomnia, attacks of headaches, lack of appetite, and individuals feeling sick limbs.

- Emotional fatigue, such as depression, irritability.

- Mental fatigue, such as being cynical about others, tends to harm yourself, work and organization.

- Low self-esteem, as individuals never feel satisfied with the results of their own work.

E. Conceptual Framework

Based on the description previously, the following is described models (chart) conceptual framework influence between the variables.
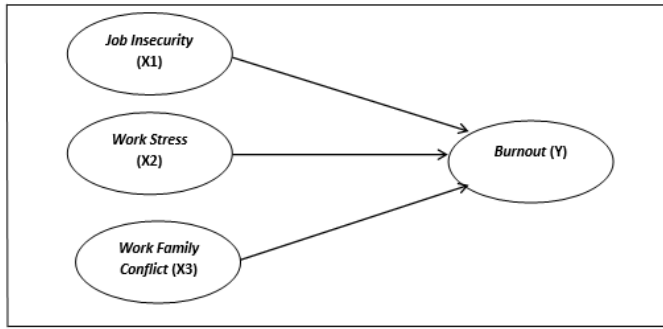
Fig. 1. Framework.

Research hypothesis:

- Job insecurity positive and significant effect on burnout

- Work stress significantly positive effect on burnout

- Work family conflict positive and significant effect on burnout.

III. METHODOLOGY

A. Research Design

Quantitative methods can be interpreted as a method of research that is based on positivism, used to examine the population or a particular sample, data collection using research instruments, quantitative data analysis or statistics, purpose to test hypothesis [35]. The research design used by the author in this study using quantitative research. The variables in this study consisted of the independent variable (X), that is Job Insecurity, Work Stress, and Work Family Conflict against Burnout as the dependent variable (Y) at PT Granada Audio Indonesia.

B. Data Collection Instrument

The instrument used for data collection was a questionnaire submitted to the employees. Questionnaires were distributed to 40 respondent's employees of PT Granada Audio Indonesia.

C. Population

The population in this study were employees of PT Granada Audio Indonesia totaling 40 permanent employees.

D. Samples

Based on this study because the population is not greater than 100 respondents, the authors take 100% of the population in PT Granada Audio is numbered 40 permanent employees.

E. Data analysis

Data analysis and interpretation for research direct to answer research questions in order to reveal certain phenomena. for analyze data used the Structural Equation Modeling (SEM) of the PLS 3.0 statistical software in the model and the assessment of hypotheses, structural equation modeling.

IV. RESULTS AND DISCUSSION

TABLE I.   RESULT CONVERGENT VALIDITY TESTING (MODIFICATION)

Variabel	Indikator	*Outer Loading*	Explanation
Job Insecurity	J3	0,779	Valid
	J4	0,809	Valid
	J5	0,556	Valid
	J6	0,683	Valid
	J7	0,554	Valid
	J8	0,794	Valid
	J9	0,703	Valid
Work Stress	S2	0,882	Valid
	S6	0,613	Valid
	S7	0,929	Valid
	S8	0,89	Valid
	S9	0,883	Valid
Work Family Conflict	W3	0,62	Valid
	W4	0,659	Valid
	W5	0,788	Valid
	W6	0,691	Valid
	W7	0,512	Valid
	W8	0,731	Valid
	W9	0,718	Valid
	W10	0,871	Valid
Burnout	B3	0,638	Valid
	B4	0,814	Valid
	B5	0,897	Valid
	B9	0,779	Valid
	B10	0,841	Valid
	B11	0,712	Valid
	B12	0,661	Valid
	B13	0,632	Valid

The results of testing convergent validity modifications in Table 1, it can be seen that all the indicators have met the convergent validity because it has a value above the loading factor 0.50. All the indicators for measuring construct of study was valid. If all indicators have loading factor above 0.50 then the proposed measurement model has the potential for further testing.

TABLE II.   RESULTS OF TESTING AVE

Variable	AVE
Burnout	0,566
Job Insecurity	0,542
Work Stress	0,718
Work Family Conflict	0,521

TABLE III.   RESULTS OF DISCRIMINANT VALIDITY TESTING (FORNELL LACKER CRITERIUM)

	Burnout	*Job Insecurity*	*Work Stress*	*Work Family Conflict*
Burnout	**0,752**			
Job Insecurity	0,462	**0,736**		
Work Stress	0,677	0,531	**0,847**	
Work Family Conflict	0,410	0,714	0,315	**0,721**

From Tables 2 and 3 it can be concluded that the square root of the average variance extracted ($\sqrt{AVE}$) for each construct is greater than the correlation between constructs one with the other constructs in the model. AVE value based on the

above table, it can be concluded that the construct in the model that meet the criteria are estimated discriminant validity.

TABLE IV. RESULTS OF TESTING OF COMPOSITE RELIABILITY AND CRONBACH'S ALPHA

Variable	Cronbach's Alpha	Composite Reliability	Explanation
Burnout	0,887	0,911	Reliabel
Job Insecurity	0,845	0,871	Reliabel
Work Stress	0,899	0,926	Reliabel
Work Family Conflict	0,866	0,886	Reliabel

Based on Table 4, that the test results of composite reliability and Cronbach's alpha showed a satisfactory value, because all the latent variable has a value of composite reliability and Cronbach's alpha ≥ 0.70. This means all the latent variables said to be reliable.

TABLE V. VALUE R^2 ENDOGENOUS VARIABLES

Variable Endogen	R-square
Burnout	0.653

TABLE VI. RESULTS OF HYPOTHESIS TESTING

	Original Sample	Standard Deviation	T-Statistics	P Values	Explanation
Job Insecurity ➔ Burnout	0,271	0,266	2,017	0,000	Positive - Significant
Stres Kerja ➔ Burnout	0,702	0,129	3,223	0,000	Positive - Significant
Work Family Conflict ➔ Burnout	0,377	0,257	2,468	0,000	Positive - Significant

Structural models indicate on variables moderate burnout can be said because it has a value above 0:33. Model influence latent variables independent (job insecurity, work stress, work family conflict) against burnout value R-square for 0.653 that can be interpreted that the variability in the construct of burnout can be explained by the variability of the construct of job insecurity, work stress, work family conflict amount to 65.3%, while 34.7% is explained by other variables outside studied.

A. Hypothesis Test

After testing the suitability of the model, it can be tested against the hypothesis. Research hypothesis testing is done using Structural Equation Modeling (SEM) with PLS software 3.0. As a basis for making hypotheses by comparing the amount of t-table with t-test at alpha of 0.05 (5%) = 1.96. If the t-table is less than alpha 1.96, then the hypothesis is not accepted or rejected, and vice versa if the t-table > 1.96, then the hypothesis is accepted or a significant difference between the two variables.

B. The Effect of Job Insecurity to Burnout

Based on hypothesis testing in this study showed T-statistic values for 2017, the value of the original sample of 0.271, and the value of P Values of 0.000. Value T-statistic greater than the value of the T-table 1.96, the value of the original sample showing a positive value, and at a P value less than 0.05 Values show, these results show that job insecurity positive and significant effect on burnout. According to Smithson and Lewis showed that job insecurity has a positive influence on burnout [36]. Job Insecurity is a psychological condition (employees) who show a sense of confused or feel insecure due to environmental conditions change. This condition arises because many types of jobs that are instantaneous or employment contract.

C. The Effect of Work Stress to Burnout

Based on hypothesis testing in this study showed T-statistic values for 3.223, the value of the original sample 0.702 And the P values of 0.000. Value T-statistic greater than the value of the T-table 1.96, the value of the original sample showing a positive value, and at a P value less than 0.05 Values show, these results show that work stress positive and significant impact on the burnout, Satriyo and Survival in his research also found that burnout has a significant effect of work stress [5]. Where Burnout means that the effect on work stress. One risk is the onset of fatigue stress caused by work. The onset of fatigue in human beings is a process that accumulates on the various factors and bring tension or stress experienced by the human body.

D. The Effect of Work Family Conflict to Burnout

Based on hypothesis testing in this study showed T-statistic values for 2.468, the value of the original sample 0.377 and the P value of 0.000. Value T-statistic greater than the value of the T-table 1.96, the value of the original sample showing a positive value, and at a P value less than 0.05 Values show, these results show that work family conflict positive and significant impact on the burnout, Conflict between the role occurs when expectations are associated with a role disturbed by the demands fulfillment of other roles. The basic assumption of scarcity theory about the role is that we have limited energy resources and must be divided to run several roles at once. Energy is utilized in a role that is considered important to reduce the energy used for other roles. This theory is also known as "depletion argument" [37], an individual who is running multiple roles at the same time will certainly experience a conflict that would raise tensions that could impact on the quality of life. Tensions continue to appear drawn - work and family can bring emotional fatigue as a symptom of burnout. Empirically researchers have found an association between work family conflict with burnout. His findings were the higher work family conflict higher the burnout [38].

V. Conclusions and Recommendations

A. Conclusions

- Job insecurity significant positive effect on employee burnout PT Granada Audio Indonesia. This means that if the insecurity felt by high employee, then the employee will increase fatigue. Otherwise.

- Work stress significant positive effect on employee burnout PT Granada Audio Indonesia. This means that if the higher work stress, the higher the fatigue of employees in work. Otherwise.

- Work family conflict significant positive effect on employee burnout PT Granada Audio Indonesia. This means that if the conflict in families is high, then high-exhaustion working employees. Otherwise.

B. Recommendations

Employees should eliminate the anxiety that exists within themselves, including the worry that the threat level is suddenly stopped by the company, because the company must have the best decisions and solutions for the company and employees.

- The company should provide the right and appropriate job desk for employees, so that employees have clear responsibilities in working to reduce employee stress levels.

- During holidays, employees should use their time for quality time with family and not doing work. Unless the work is urgent.

- The Companies must provide motivation to their employees, and employees must have motivation from within themselves, because the presence of motivation will reduce employee fatigue in work.

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