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## Work Insecurity Enhances Work Stress and Burnout in Indonesian Railway Industry

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### **Abstract:**

*This research aims to examine and analyze the effect of mental health, job insecurity and work stress on turnover intention with burnout as an intervening variable for employees of The Indonesia Railway Industry. The method used in this research is descriptive method. The object of this research is 43 employees of The Indonesia Railway Industry. The approach used in this research is the Component or Variance Based Structural Equation Model with the Smart-PLS analysis tool. The results showed that mental health, JobInsecurity, Work Stress has a significant positive effect on burnout of machinist The Indonesia Railway Industry. Mental health, JobInsecurity, Work Stress has a significant positive effect on turnover intention of The Indonesia Railway Industry. Burnout has a significant positive effect on Turnover Intentions the Indonesia Railway Industry.*

**Keywords:** *Mental health, job insecurity, work stress, burnout, turnover intention*

### **1. Introduction**

Human resources are the company's most important asset for his role as the subject of implementing the policy and operations of the company. The resources owned by companies such as capital, methods and machines could not provide optimum results if not supported by human resources that have optimum performance. According Syamsuddinor (2014), Human resource is one of the major capitals in an organization, which can provide invaluable contribution in achieving the strategic objectives of the organization. Good organizational planning would be supported by the ability of human resources in carrying out its work, so that in the process these objectives will not have much of a problem, (Soelton, 2018), (Ramli et al, 2019) and (Jumadi et al, 2018)

The element of human resource management is an individual who is a manpower company. Thus the focus of the study by human resources is an issue that affects the human labor. Human resources are not well managed will affect turnover intention in a company. Turnover or turnover of labor is a concrete manifestation of turnover intention which can be a serious problem for the company or organization, particularly if the exit is a workforce that has the skills, abilities, skilled and experienced or workers who occupy a vital position in the company, so as to disturb effectiveness of nets companies (Soelton and Atnani, 2018).

According Rival (2013), turnover intention factors are workload, long work, social support and compensation. But in fact, turnover intention that at some companies are also affected by several other factors. Turnover intention is defined as a mediating factor between the attitudes that affect the intention to leave the company and actually left the company (Yucel, 2012), turnover intention is an intention to leave the company voluntarily and could affect the status of the company and will certainly affect the productivity of employees (Issa et al , 2013). Turnover intention is the level of behavioral tendencies that are owned by employees to find new jobs elsewhere or plan to leave the company within three months ahead.

With that a company needs to pay attention to the factors that influence the turnover intention not to increase. Some companies have increased turnover intention that it is difficult to achieve organizational goals. And one of these companies, namely The Indonesia Railway Industry. Based on secondary data resignation of employees of The Indonesia Railway Industry. continues to increase four (4) years. Based on Figure 1.1 can be calculated percentage of the resignation of employees are encouraged in 2015 by 5% in 2016 decreased to 3% in the year 2016 again decreased to 1% and in the

year 2018 increased again back to 7% with an average of resignation of the employee for 4 Last year at 4% per year. Factors to be increased turnover intention that the pressure felt by employees caused by organizational factors. A wide variety of factors that make cause turnover intention, Nurhayati (2017), Soelton et al (2018), Rahmawati and Amir (2013)

According to Acker (2009) Providers of mental health care often consider cost effective approach of care managed as an intrusion that does not correspond with their concern for the welfare of clients such as helping clients to live successfully in their communities, improve their social skills, and provide them with the necessary services and resource. Ackpan (2013) Job Insecurity as an inability to maintain continuity in working conditions threatened. Job Insecurity can appear when there is a gap between the level of security expected and actual experience regarding security felt by someone.

According Soelton and Riyadhus (2018) stress should be seen from the case by case which occurred on the sufferer if the excess will cause employees under pressure, because no longer able to cope with a task too heavy. Stress experienced employees will hurt the company because the resulting productivity may decline. Mashlac and Leither (2016), burnout is a psychological syndrome that arises from prolonged stress caused by interpersonal problems at work. Condition burnout will also affect the decline in labor productivity and work performance and change attitudes of individuals in the work environment such as the withdrawal of labor by keeping a distance (decrease intensity to relate well with clients or co-workers), more absences and have a higher turnover than other workers. Burnout happens in the long term it will experience fatigue, causing productivity (Soelton et.al 2018).

## 2. Literature Review

### 2.1. Job Characteristic

#### 2.1.1. Turnover Intention

Arshad (2015), stated that turnover is the flow employees entering and leaving the company. According to Belete (2018), turnover intention can be influenced by work stress, organizational commitment and job satisfaction. High employees turnover are a measure that is often used as an indication of an underlying issue in an organization (Song, 2016).

Curtisy and Wrightg in Dewi and Authority (2016), defines turnover as a process that employees will leave the organization, while turnover intention is a measurement of the employees' desire to exit. According Zaffane in Saputro et al (2016), turnover intention is the tendency or intention of employees to stop work as from his job voluntarily according to their own. According Soelton (2019), Turnover Intention is demanding enterprise competition to further improve productivity, with minimal resources but workload more. If the workload increase is not supported by the excellent conditions, both physical and non-physical it will cause fatigue.

According to (Eden, 2017), With so obvious that the turnover intention will certainly be bad for the company due to destabilize the state employees, degrading the performance of employees, create good working climate, and will be no impact on the ballooning cost of human resources. The intensity of the high turnover in a company, indicating that the part in question needs to be repaired situation or how coaching works.

Dimensions and Indicators turnover intention by Mobley (2011), are as follows:

External factors : Environmental aspects; This aspect is the availability of other employment options can be a factor for a possible exit; Individual aspects; In this aspect, young age, gender, and a shorter working life, big long shot to get out; Internal factors; Organizational culture; Satisfaction with working conditions and satisfaction with the relatives of the work is a factor that can lead to turnover intention; Leadership style; Leadership style, satisfaction with the leader and other variables such as centralization is the decisive factor turnover intention. Compensation; Payroll and satisfaction with the payment are all factors that can determine the turnover intention; Job satisfaction; Satisfaction with the work, thoroughly and satisfaction on the job weight is a factor that can determine the turnover intention.

#### 2.1.2. Burnout

Burnout is a psychological syndrome that arise from prolonged stress due to interpersonal problems at work (Maslach and Leiter, 2016). Burnout is exhausted physically, emotionally, and mentally due to long-term involvement in situations full of emotional demands (Pines and Aronso in Nur salam, 2015). According to the National Safety Council (NSC) (in Maharani & Triyoga, 2012) explains that burnout is the result of perceived stress on workloads common specific symptoms in burnout in the form of boredom, pessimism, lack of concentration, quality of work is not satisfactory, depression, decreased job satisfaction, absence from work, ill or suffering from an illness. While Priansa (2017) states that burnout an individual's circumstances when subjected to physical exhaustion, mental and emotional that occur due to the stress experienced in a long enough period of time in a situation that demands a fairly high emotional involvement,

#### 2.1.3. Mental Health

According to Herman and Lopis (2005), mental health is a psychological condition in which the individual is aware of his ability, capable of coping with stress and resolve in a positive manner, able to work productively and efficiently, and to contribute to the community where he belongs. Mental health is the basis for the individual to function optimally as a human being and run in the family, workplace, and community. Meaning of mental health has been expanded from simply not having a physical illness to psychological functioning of humans in many spectrums. Mental health is defined again as a balance between physical health, social, cultural, psychological and other personal factors, such as understanding yourself. According to Acker (2009), Mental Health is a provider of mental health care often consider cost effective approach of care

managed as an instruction that is not in accordance with their concern for the welfare of clients such as helping clients to live successfully in their communities, improve their social skills, and provide them with the necessary services and resources.

### 2.1.3. Job Insecurity

According to Acpan (2013) Job Insecurity as an inability to maintain continuity in working conditions threatened. Job Insecurity can appear when there is a gap between the level of security expected and actual experience regarding security felt by someone. According to Widodo (2010), Job security cannot be separated from attention to the uncertainty of the continuation of a person's work and the uncertain situation resulting from a change in the organization such as downsizing, mergers and reorganization and the lack of research that systematically conducted to decipher the role of uncertainty in influencing the individual reaction of the organizational changes. According to Smithson (2014), Job Insecurity is a psychological condition (employees) who show a sense of confused or feel insecure due to changing environmental conditions. Job insecurity is one of the causes of stress are all concerned employees are encouraged at this time.

### 2.2. Work Stress

Mangkunagara (2016), work stress is distress experienced by employees in the face of the work. Work stress can be characterized by emotional instability, feelings of calm, aloof, sleeplessness and anxiety. Robbins (2013), work stress is a dynamic condition in which an individual is faced with an opportunity, constraint, or demand related to what they want and the result is perceived as uncertain.

While Priansa (2017), states that burnout an individual's circumstances when subjected to physical exhaustion, mental and emotional that occur due to the stress experienced in a long enough period of time in a situation that demands a fairly high emotional involvement. Lussier & Hendon (2017) stated that job characteristic is to provide a conceptual framework for designing or enriching jobs enriching jobs based on core job characteristics. The model can be used by individual managers or by members of a team. Use of the job characteristics model improves employees' motivation and job satisfaction, and it can increase performance. The use of job characteristics is to improve employees' motivation, performance, and job satisfaction and reduces their absenteeism and turnover.

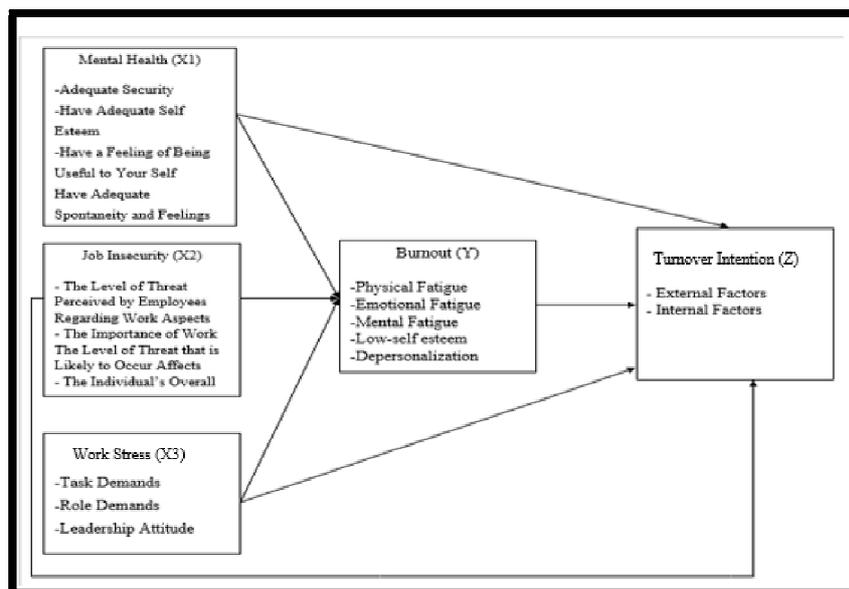


Figure 1: Research Paradigm

Information:

- The independent variable, whose value is not directed against any other value, the variable is given the symbol (X), among others:

X1: Mental Health

X2: Job Insecurity

X3: Work Stress

- The dependent variable, the variable whose value depends on another variable, the variable is given the symbol (Z), among others:

Z: Turnover Intention

- Intervening variables, variables that lie between independent variables and the dependent variable, the variable is given the symbol (Y), among others:

Y: Burnout

### 3. Research Methodology

#### 3.1. Research Design

In this study, the study design used is classified as causal research. Causal research design is useful to analyze the relationships between the variables with other variables. In this study, researchers interested in examining the independent variables are mental health, job insecurity, work stress to turnover intention as the dependent variable with Burnout as an intervening variable in The Indonesia Railway Industry.

#### 3.2. Data Collection Instrument

The instrument used for data collection was a questionnaire submitted to the employees. Questionnaires were distributed to 43 respondent employees of The Indonesia Railway Industry. The population in this study is a machinist The Indonesia Railway Industry at Manggarai totaling 43 employees. Determination of the samples used in this study using a type of saturated sample method. The sample in this study were 43 respondents with the status of employees of The Indonesia Railway Industry. Unit for the population of employees with a number of 43 employees, by providing questionnaires to employees or employees of The Indonesia Railway Industry. The analytical method used in this study is the Component or Variance Based Structural Equation Model in which the data processing using the program Partial Least Square (Smart-PLS) PLS 3.2.8 version. PLS (Partial Least Square) is the alternative model of covariance -based SEM

Variable	Dimension	Item	Correlation	Description
Mental Health	Adequate Security	MH3	0.634	Valid
	Have Adequate Self-Esteem	MH4	0.874	Valid
	Have a Feeling of Being Useful to Your Self	MH5	0.913	Valid
	Have Adequate Spontaneity and Feelings with Others	MH6	0.712	Valid
Job Insecurity	The Level of Threat Perceived by Employees Regarding Work Aspects	J1	0.732	Valid
		J2	0.771	Valid
		J3	0.878	Valid
	The Importance of Work	J4	0.800	Valid
	The Level of Threat that is Likely to Occur Affects The Individual's Overall Work	J7	0.799	Valid
Work Stress	Demand of Duty	WS1	0.883	Valid
		WS2	0.704	Valid
		WS3	0.900	Valid
	Leader Attitude	WS8	0.783	Valid
		WS9	0.585	Valid
Burnout	Physical Exhaustion	B2	0.764	Valid
		B3	0.846	Valid
		B4	0.917	Valid
	Emotional Impermanence	B6	0.853	Valid
	Mental Fatigue	B7	0.785	Valid
	Low Self-Esteem	B8	0.861	Valid
Depersonalization	B9	0.750	Valid	
Turnover Intention	External Factors	TI2	0.560	Valid
	Internal Factors	TI4	0.521	Valid
		TI5	0.753	Valid
		TI6	0.843	Valid

Table 1: Validity Test Results  
Source: From Data Processing (2019)

Based on table 1 above, the calculation of the item score correlation with the total score show that the validity coefficient is greater than 0.300, so all the items used to measure the said variables are considered as valid.

The reliability test of this research data is using Cronbach's Alpha coefficient method. The Cronbach's Alpha coefficient is the reliability coefficient that are most commonly used because the coefficient will indicate the variance of items with either correct or incorrect format such as Likert scale format. The criteria of determining a valid item and having a reliable value that can be accepted are based on the table described below:

Variable	Cronbach Alpha's	Description
Mental Health	0.797	Reliabel
Job Insecurity	0.899	Reliabel
Work Stress	0.811	Reliabel
Burnout	0.922	Reliabel
Turnover Intention	0.768	Reliabel

Table 2: Reliable Test Result  
Source: From Data Processing (2019)

The result of the above calculation of the score items with the total based on the table above has a reliability coefficient Cronbach Alpha's value which is greater 0,7 which means that all instruments can be classified as reliable.

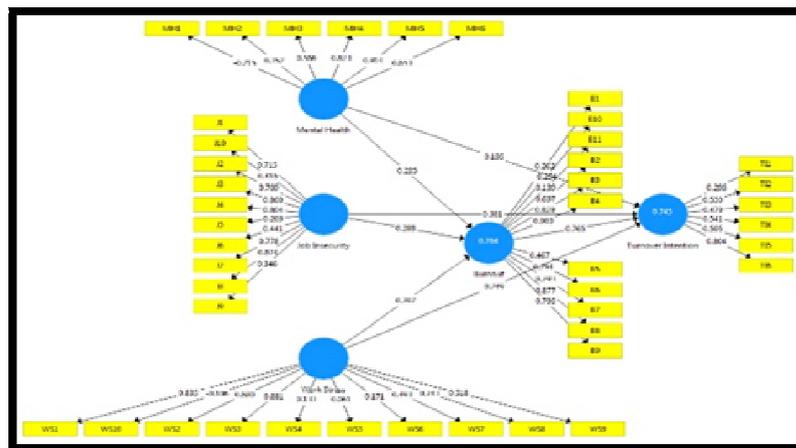


Figure 2: The Correlation of Variables  
Source: From data processing (2019)

3.3. Hypothesis Test

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, the hypothesis is accepted or a significant difference between the two variables.

4. Result and Discussion

The measurement model of analysis above shows the link between manifest variables (indicators) and each of the latent variables. The analysis of the measurement model is to test the validity and reliability of each of the dimensions and the indicators utilized to measure the variables constructed earlier. The analysis of the measurement model describe that the value of discriminant validity is by looking at the value of square root of Average Variance Extracted (AVE) with the suggestion value above 0,5, loading factor (>0.5), and constructed Composite Validity and Reliability (Cronbach's Alpha >0.70). Therefore, the conclusion of the dimensions and indicators which are classified as reliable earlier are showed below:

Variabel	AVE	Composite Reliability	Cronbach's Alpha	R Square
Mental Health	0.626	0.868	0.797	-
Job Insecurity	0.665	0.922	0.899	-
Work Stress	0.587	0.872	0.811	-
Burnout	0.684	0.938	0.922	0.714
Turnover Intention	0.568	0.770	0.768	0.608

Table 3: Goodness of Fit Model (GoF)  
Source: Form Data Processing (2019)

Predictive relevance value is obtained by the formula:

$$Q^2 = 1 - (1 - R1)(1 - R_p)$$

$$Q^2 = 1 - (1 - 0.714)(1 - 0.608)$$

$$Q^2 = 1 - (0.286)(0.392)$$

$$Q^2 = 0.8879$$

from the above Goodness of Fit table it pointed out that the value of R2 shows that the criteria are strong, with a large Q value, it can be concluded that the proposed model is supported by empirical research which is quite suitable. Likewise, the AVE values are > 0.5, indicating that all variables in the model are estimated to meet the discriminant validity criteria. The value of Composite Reliability and Cronbach's Alpha for each variable is > 0.70 (above 0.70) meaning that all variables studied are classified as reliable.

	<i>Original Sample</i>	<i>Standard Deviation</i>	<i>T-Statistics</i>	<i>P Values</i>	<b>Conclusion</b>
<b>Mental Health → Burnout</b>	0.184	0.136	2.222	0.025	Positive - Significant
<b>Job Insecurity → Burnout</b>	0.337	0.208	2.615	0.000	Positive - Significant
<b>Work Stress → Burnout</b>	0.708	0.165	4.292	0.000	Positive – Significant
<b>Mental Health → Turnover Intention</b>	0.153	0.170	1.983	0.042	Positive - Significant
<b>Job Insecurity → Turnover Intention</b>	0.497	0.182	2.739	0.006	Positive – Significant
<b>Work Stress → Turnover Intention</b>	0.212	0.165	2.264	0.004	Positive – Significant
<b>Burnout → Turnover Intention</b>	0.303	0.437	2.694	0.001	Positive – Significant

Table 4: Hypothesis Testing Results  
Source: Form Data Processing (2019)

From the results of hypothesis testing, it was revealed that transactional leadership has the greater influence on organizational commitment compared to job characteristic and career development. Job characteristics has a greater influence rather than career development. While organizational commitment is an important factor in determining the turnover intention of the millennial workforce.

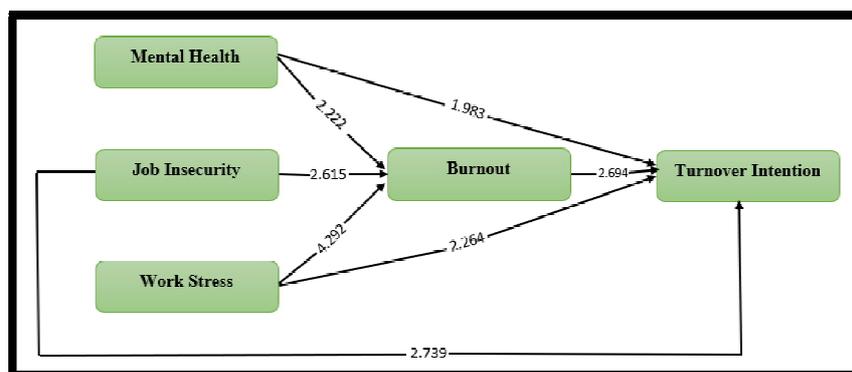


Figure 3: The Testing Result  
Source: Form Data Processing (2019)

Based on the testing result above, the research variables indicated that work stress has the most significant influence on organizational commitment as the intervening variable, which is 4.292 compare to the variable of job insecurity which is 2.615 and mental health which is 2.222. The direct effect of work stress also contributed higher influence towards turnover intention with the figure of 2.264 compare to job insecurity with the figure of 2.739 and mental health with the figure of 1.983. Even burnout has a highest direct effect of against turnover intention with the figure of 2.694.

## 5. Conclusion and Recommendation

### 5.1. Conclusion

This study tries to analyze the variables related to mental health, job insecurity, work stress, burnout and turnover intention. Results of this study was obtained from research on The Indonesia Railway Industry. From the results of the calculations in this study, it can be concluded as follows:

- Mental health significant positive effect on burnout in employees of The Indonesia Railway Industry. This means that if the higher level of mental health (mental health) who are more likely to emotion in the work, the higher the level of burnout.
- Job insecurity significant positive effect on burnout in employees of The Indonesia Railway Industry. This means that if the level of job insecurity someone in work is higher, the higher the level of burnout exists.
- Work stress burnout significant positive effect on the employees of The Indonesia Railway Industry. This means that if the higher the effect of work stress experienced by a person, the higher the impact on burnout.
- Mental health significant positive effect on employee turnover intention in The Indonesia Railway Industry. This means that the higher levels of emotional exhaustion that one feels in the work it will cause a high level of turnover intention.

- Job insecurity significant positive effect on employee turnover intention in The Indonesia Railway Industry. This means that if an employee does not feel secure at work, he will tend to feel anxiety to get out of the company.
- Work stress significant positive effect on employee turnover intention in The Indonesia Railway Industry. This means that if the increasing levels of work stress that one feels the higher the level of its turnover intention.
- Burnout significant positive effect on employee turnover intention in The Indonesia Railway Industry. This means that if an employee burnout is high, it will be also high employee turnover intention which perceived them.

## 5.2. Recommendation

Based on the conclusion, it can put forward some suggestions into consideration for The Indonesia Railway Industry for further research:

### 5.2.1. Suggestions for the Indonesia Railway Industry

- Companies must provide a safe and secure sense of employees in the work, to reduce mental fatigue is felt employees.
- Companies need to be open about what happens in the company, so employees no anxiety when there is a reduction of workers.
- The Company shall provide or job responsibilities clearly or suit each job desk.
- The company should hold refreshing for employees, as do the gathering to reduce fatigue in working and reducing depression that occurs.
- The Company shall provide compensation in accordance with existing regulations and the appropriate assessment of the performance of each employee.

### 5.2.2. Suggestions for Further Research

Suggestions for further research, which will conduct research in the same field and using this paper as a reference, it would need to be reviewed because it is possible there are statements that have not been appropriate, because as the author feels there are still many shortcomings and limitations in completing this research.

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