



# **Workload and Job Stress Cause Burnout: A Systematic Literature Review**

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## **ABSTRACT**

One of the problems that arise related to individuals in dealing with job demands is stress. The inability of employees to manage stress on themselves will have an impact on increasing burnout. This systematic review aims to analyze 6 journals with details of 1 Indonesian journal and 5 international journals. Searching for journals through academic databases such as publish or perish, google scholar, and others using keywords or keywords "Burnout predictors or influences" The results of the systematic review show that workload regulation is one of the predictor variables of burnout. The higher the intensity of the workload, the higher the work stress, resulting in burnout. The impact of burnout causes depression, anxiety mental decline, emotional stability, to affect satisfaction at work. Individuals need to understand the burnout experienced so that it does not affect performance, motivation, and psychological well-being.

Keywords: Workload, Work stress, Burnout

## **1. Introduction**

The growing progress in the industrial sector today, resulting in more complex problems faced by companies and increasing job demands. Problems that arise related to individuals in dealing with job demands, the inability of employees to manage stress on themselves will have an impact on increasing burnout. Burnout is a psychological condition in which employees experience mental fatigue, loss of commitment, and decreased motivation (Kelly, 2020). Freudenberger (1974) describes burnout as a state of fatigue, and frustration due to professional activities that fail to produce the expected expectations. Maslach and Jackson (1981) formulated a definition of burnout as a psychological syndrome characterized by emotional exhaustion, depersonalization, and reduced professional sense that can appear in caregivers (Edú-Valsania, 2020), excessive job demands cause burnout, and insufficient work (Dall'Ora, 2020).

The Job Demands-Resources theory developed by Bakker and Demerouti (2014) proposes that burnout is the result of a suboptimal work environment where job demands are too high, and job resources are too low. Job demands are aspects of work that require sustained physical, emotional, or cognitive effort. Repeated confrontations with high workloads and individual interactions are emotionally draining and result in high levels of burnout (Bakker, 2020). According to Soelton and Syamsu, employees who have the highest level of burnout are likely to withdraw from their work so that their work results are not maximized. Meanwhile, if employees feel that there are gaps provided by the company to employees, such as unhealthy competition between fellow employees, lack of support from superiors, this is what causes burnout symptoms in employees (Syamsu, 2019). As explained, the demands or workload given to employees that exceed their abilities will result in a decrease in conditions related to the employee's own work.

## **2. Methods**

The stages in conducting a systematic review include; planning a review (determining research questions), namely Burnout and workload as predictors, the next stage is to search for journals through academic databases such as publish or perish, google scholar, and others using keywords or keyword "Predictor or influence of Burnout". The next stage is selecting journals based on predetermined inclusion and exclusion criteria, including: journals published in the range of 2018-2022 in Indonesian and English (International Journals), objects discussed regarding Burnout and types of experimental research. In the last stage, writing the review results based on the selected journals.

In the journal selection stage, the author uses Rayyan by starting to select based on duplication (journals with the same title). After filtering and ensuring that there were no similar journal titles, the author conducted a second journal selection stage, namely based on the title and abstract and then analyzed based on the full version of the journal. After going through the selection stage for 100 journals, 6 journals were obtained that discussed workload as a predictor of burnout. The author determines the limitations in this review, namely; (1) the journal discusses workload as a predictor of burnout (2) the object is burnout (3) the type of experimental research, (4) journals in English (International) and Indonesian, (5) research conducted in the last 5 years

2018-2023. Journals that are not included in the criteria are: (1) journals that discuss Burnout but the predictors are other than workload and job fatigue, (2) articles with the type of reports, books, and research with methods that are not clearly described.

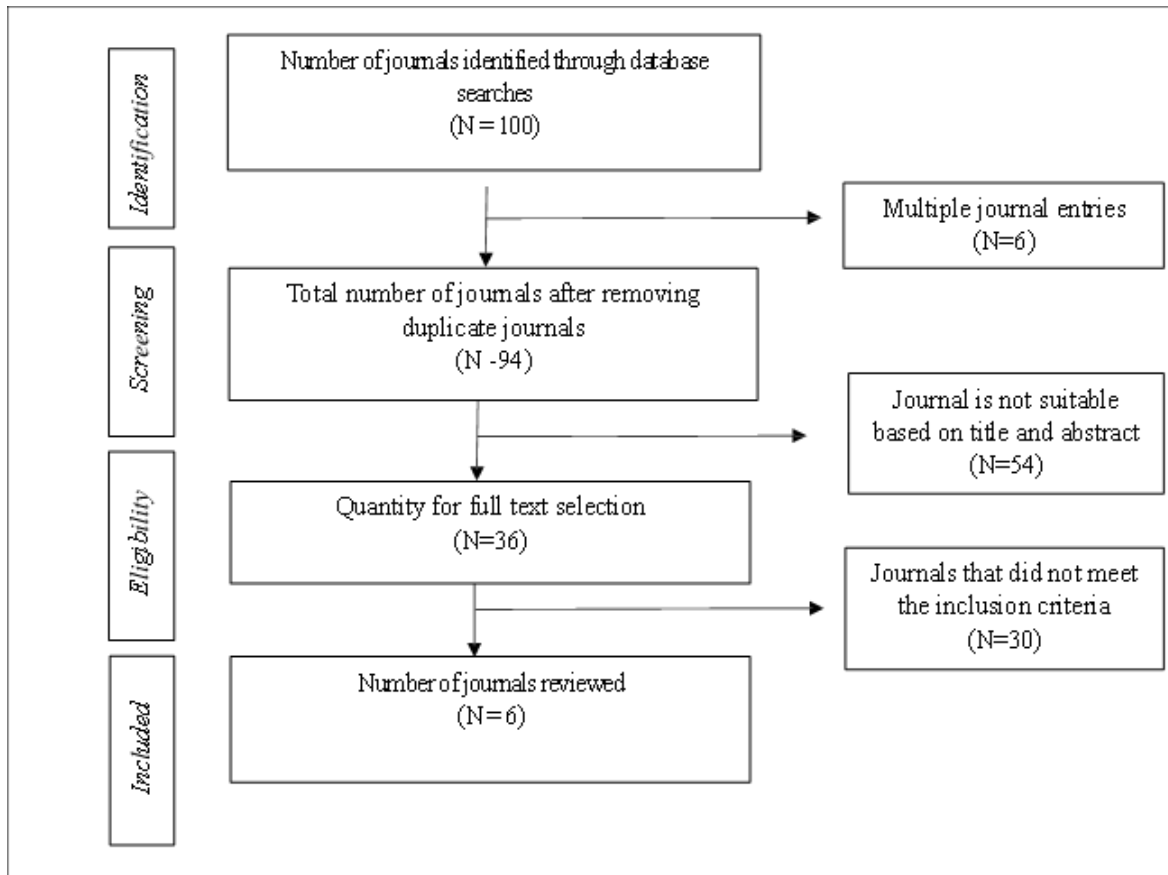


Fig. 1 - PRISMA (Preferred Reporting Items for Systematic Reviews and Meta-Analyses) Graph for Journal Selection Flow

### 3. Discussion

Overall, burnout syndrome is an individual response to chronic work stress that develops progressively and can eventually become chronic, causing changes in health. From a psychological point of view, this syndrome causes damage at the cognitive, emotional, and attitudinal levels, which translates into negative behaviors towards work, peers, users, and the professional role itself (Edú-Valsania, 2020). According to (Taris, T.W., Le Blanc, P.M., Schaufeli, W.B., Schreurs, P.J, 2005) in the journal (Edú-Valsania, 2020) states longitudinal studies have shown that there is a causal relationship between key dimensions of burnout. Thus, high levels of emotional exhaustion lead to high levels of cynicism or depersonalization (Edú-Valsania, 2020).

Related to workload which is one of the predictors of burnout, people who choose to stay at work but experience burnout are characterized by reduced productivity and work effectiveness, reduced job satisfaction, and reduced commitment to the organization. Burnout can also affect one's relationship with coworkers such as increased personal conflict with coworkers and chaotic division of labor (Nelma, 2019). Maslach and Leiter explained (Anggraeni, 2021) state that the lack of control at work is closely related to the high incidence of burnout, therefore workers also need to get more space to exercise control over their work so that the work they do can be effective and have a positive impact on the psychological condition of workers so that the risk of burnout is reduced (Bakker, 2020). Therefore, despite the objective nature of the work environment, people tend to find their work pleasant or unpleasant, depending on their personality. Individuals with low emotional stability may view this task as stressful and threatening, as the person has a tendency to experience unpleasant emotions such as anxiety or anger. However, individuals with high emotional stability may view the same task as challenging and motivating, as these people are usually calm and react well to demands (Bakker, 2020).

Table 1 - Reviewed Journals.

No.	Writer(s)	Object	Result	Objectives
1.	Sergio Edú-Valsania, Ana Laguía, and Juan A. Moriano	Burnout	Work environments with excessive work schedules and high levels of demands, as well as the need to prove one's worthiness for a particular position, leave workers	To identify the factors that trigger burnout and the individual factors that modulate it, to identify the effects produced by burnout at

			emotionally drained, cynical about work, and with low personal achievement.	both the individual and organizational levels, to understand what burnout involves.
2.	Arnold B. Bakker and Ana Isabel Sanz- Vergel	Burnout	Employees can be trained to engage in job creation to proactively optimize their own job demands and resources. Job creation increases the fit between individual employees and their environment, reduces burnout, and facilitates work engagement and job performance.	Understand the possible causes of burnout. The causes are not only related to the characteristics of the job itself, but how they deal with difficult work situations, personality and individual differences are essential to better understand burnout syndrome.
3.	Chiara Dall'Ora, Jane Ball, Maria Reinius and Peter Griffiths	Burnout	The patterns identified by this study consistently show that adverse job characteristics of high workload, low staffing levels, long shifts, and low control are associated with burnout in nursing.	To provide a comprehensive summary of research examining the theoretical relationship between burnout and other variables, to determine what is known (and not known) about the causes and consequences of burnout in nursing, and how this relates to burnout theory.
4.	Intan Inggis Lineuwih, Tuty Sariwulan, Nadya Fadillah Fidhyallah	Burnout	Simultaneously workload, work stress, and work family conflict have a positive and significant effect on burnout in employees.	Analyzing burnout in employees who are influenced by workload, work stress, and work family conflict.
5.	Meltem Akca, Mübeyyen Tepe Küçükoglu	Burnout	Results show that mental workload has 1) a positive impact on burnout and 2) a negative impact on academicians' work performance. In addition, it was found that burnout and job performance were negatively correlated. Finally, the findings reported that there were differences among some demographic variables according to mental workload, burnout, and job performance.	Investigating differences in mental workload, burnout and performance according to demographic groups. In the first part, workload, burnout and job performance were identified in detail.
6.	N. D. Mohd Mahudin, N. I. A. Zaabar	Burnout	Results showed that participants reported high workload and exhibited high burnout scores and negative emotional states. Regression analysis showed that workload was a strong predictor of burnout and work-related depression, anxiety, and stress, even after controlling for age. Contrary to expectations, workload did not correlate with or predict job performance. Job uncertainty and shifts along with increased workload due to the pandemic affected the psychological well-being of government employees.	Investigating the level of workload and the presence of burnout, negative emotional states, and job performance in a sample of government employees in Malaysia during the third wave of the pandemic.

The table above shows that in general, workload is one of the predictors of Burnout experienced by individuals, besides that there are also several other factors that affect burnout, such as work stress and low emotional control. Burnout is also associated with psychological consequences such as work-related anxiety and depression, and with physical consequences such as increased risk of cardiovascular disease (Shi, 2021). These findings show how important it is to understand and reduce burnout, especially in relation to workload. If issues related to workload and burnout are not fully understood and addressed, employees' performance, motivation, and psychological well-being may further deteriorate. This scenario can then affect their work, family life, and social relationships (Mahudin, 2021). In previous research, Greenglass (2003) and Melchior (2007) conveyed that the prediction of excessive workload can lead to depression, anxiety, and stress (Mahudin, 2021). Rubio (2017) stated that high workload has a negative impact on job satisfaction which causes burnout, health problems, and intention to quit (Akca, 2020). Another factor that can trigger burnout besides workload is work stress. Employees who experience prolonged stress will have a negative impact on their condition, be it emotional, physical, or mental. Job stress is a feeling of pressure felt by someone due to job demands and pressure from various parties that can affect their thoughts, emotions, and circumstances (Lineuwih, 2022).

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#### 4. Conclusion

From the explanation above, it can be understood that the predictors of burnout are not only workload but also occur in work stress, where the impact of burnout causes depression, anxiety, decreased mental stability, emotions, to affect satisfaction at work, because they do not understand the burnout they experience. Individuals need to understand the onset of burnout experienced so as not to affect their performance, motivation, and psychological well-being. To prevent burnout, it is expected to better organize rest time, and work according to the individual's own abilities and physical condition. In addition, family support and social support can reduce the impact of burnout.

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