The Influence of Role Ambiguity and Workload Moderated by Resilience on Employee Burnout

Ahmad Fadli[*], Muhammad Imam Muttaqijm, & Muljadi

Master of Management, Universitas Muhammadiyah Tangerang, Tangerang, 15118, Indonesia

Abstract

The purpose of this research is to determine the effect of Role Ambiguity, Workload moderated by Resilience on employee Burnout at PT. United Waru Biscuits manufacturing. Cikande Branch. The research method used is associative with a quantitative approach. Data collection techniques, data questionnaires and literature study. The partial research results of the first test using a one sample t-test showed; The first test of the Ambiguity variable on Burnout obtained a t-count value of 11.983 > t-table 1.988, with a significance of 0.000 < 0.05, this shows that there is a positive and significant influence, the second test of the Workload variable on Burnout obtained a t-count value of 6.813 > t-table 1.988 with a significance of 0.000 < 0.05, this shows that there is a positive and significant influence, the third test of Role Ambiguity on Employee Burnout which is moderated by Resilience obtained a t-count value of 1.045 < t-table 1.988, with a significance of 0.299 > 0, 05 This shows that there is no positive and significant influence. The fourth test of Workload on Employee Burnout moderated by Resilience obtained a t-count value of 1.695 < t-table 1.988, with a significance of 0.094 > 0.05, this shows that there is no positive and significant influence.

Keywords: Role Ambiguity, Workload, Resilience, Burnout.

1. Introduction

 Mental health experienced by employee in the workplace becomes a problem that often goes unnoticed because it is something that lacks physical visibility. One of the problems that is crucial in the world of work today is burnout. This is because burnout often hinders the performance of employees, which ultimately harms the company. Besides, burnout often appears in the world of work due to routine and high pressure in daily life (Hayati & Fitria2, 2018).

Burnout is a symptom of physical, emotional, attitudinal, and behavioral exhaustion, feelings of dissatisfaction with oneself, as well as disbelief in one's abilities and lack of desire for personal achievement that arises as a result of prolonged work stress. Besides, it refers to a reaction to the circumstances that accompany a person when facing this stress and is a response to interpersonal stressors in work. Nindya Setyo Rini (2013) said that burnout can also occur due to a lack of positive appreciation for the work that has been done. According to behavioral, emotional, and psychological factors, burnout is a term used to describe a person's negative mood including hopelessness, frustration, fatigue, and carelessness. Burnout in a company can be measured by the number of employee resignations. The high level of employee burnout can be seen from the physical fatigue shown by employees which results in employees feeling headaches and having difficulty resting as well as changes in appetite. Furthermore, some employees admit to a loss of feelings and attention, trust, interest, and enthusiasm for work.

The factor that influences employee burnout is role ambiguity. According to Luthans (2006), role ambiguity occurs when individuals do not have clarity regarding their work tasks or "don't realize what they should do". In Cathrina (2019) research, it was found that role ambiguity has a negative impact on employee performance because employees do not know how to complete a task or job, so they tend to be less efficient and directionless.

---

[*] Corresponding author.

E-mail address: afadli9812@gmail.com

Role ambiguity can be seen from several aspects, namely: 1. Authority, namely feeling certain about how much authority you have. 2. Responsibility, namely knowing what is responsible. 3. Clarity of purpose, namely having clear goals for work. 4. Job description, namely truly understanding the role of the job in order to achieve overall goals (Ratna: & Ketut, 2016).

The high workload experienced by employees has an impact on the emergence of burnout. Excessive workload can include working hours, the number of tourists who must be served (the number of rooms full for example), responsibilities that must be carried, routine and non-routine work, other administrative work that exceeds the capacity, and abilities of the individual (Atmaja, I, G, I & Suana, I, 2018).

Due to conditions of high role ambiguity and workload, employees need high resilience to prevent employee burnout. Thus, resilience is a variable that can strengthen the relationship between role ambiguity and workload on employee burnout. Resilience is an individual's effort to be able to adapt well to stressful situations, so that a person is able to recover and function optimally and overcome difficulties. In general, resilience refers to factors that limit negative behavior associated with stress and adaptive outcomes even when faced with adversity or adversity (Berkeley et al., 2003).

Karen Reivich; Andrew Shatte (2002) stated that natural resilience can influence individuals in terms of behavior at work, mental health, physical health, and the quality of individual relationships. Based on the descriptions from various literature above, it can be said that resilience is the ability of employees to face various challenges and pressures in the workplace so that they can continue to survive, adapt and develop to recover from difficult situations.

Low resilience in employees can be shown by the employee's lack of ability to adapt to circumstances, so that they are less able to control the conditions that occur around them. Then, employees feel the need for self-care for their body's needs, such as rest. Moreover, employees are also less able to manage negative feelings so that some employees cannot control their emotions, even though they realize that they have a work goal and must be able to contribute to their company.

Research on role ambiguity, workload, which is moderated by resilience towards employee burnout, has been carried out by many previous researchers, such as those conducted by Agusta C. M. & Yanti H. B. (2022); Asri (2016); Choirunnisak & Kurniawan (2020); RAHARJA (2017); Solihin et al. (2023) research results show that role ambiguity has a positive and significant influence on employee burnout. Anggraini & Idulfilastri (2023); Atmaja & Suana (2018); Hermawati et al. (2021); I Made Agus Putra Wijaya (2008); Juhnisa & Fitria (2020) researches also show that workload has a positive and significant influence on employee burnout. Meanwhile, research conducted by Emerson et al. (2023); Novriani Gultom & Nurmaysaroh (2021), states that role ambiguity has no significant influence on employee burnout, and Solihin et al. (2023), shows that workload has no significant influence on employee burnout. This research aims to determine the influence of role ambiguity and workload moderated by resilience on employee burnout.

2. Methods

This type of research is quantitative. The population of this research involved employees of PT. UWBM with its target population of PT. UWBM Plant Cikande employees with a total of 110 employees and a sample size of 88 employees. The data collection technique used a questionnaire that has been tested for validity and reliability. Data sources consisted of primary data and secondary data. Primary data was done by conducting interviews, observations, and questionnaires, which have been filled in directly by respondents. Meanwhile, secondary data was carried out with documents, books, and scientific journals. The validity test of the instrument used the Product Moment correlation formula from Pearson and the reliability test used Cronbach Alpha. The normality test method utilized the One Sample Kolmogrov Smirov test, and the analysis technique used multiple regression. This research was conducted from March 2024 to August 2024 at the location of PT. United Waru Biscuits Manufactory Jl. Raya Serang – Jkt No.KM. 68, Julang, Kec. Cikande District, Banten.

3. Result and Discussions

3.1. Result

A total of 88 samples of employees of PT. United Waru Biscuit Manufactory plant Cikande were distributed in the questionnaire and all met the requirements for analysis. The SPSS output results for the normality test can be seen in the Table 1.

Table 1. Normality Test Results

One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		88
Normal Parameters[a,b]	Mean	.0000000
	Std. Deviation	4.23950290
Most Extreme Differences	Absolute	.085
	Positive	.083
	Negative	-.085
Test Statistic		.085
Asymp. Sig. (2-tailed)		.166[c]

a. Test distribution is Normal.
b. Calculated from data.
c. Lilliefors Significance Correction.

From the One-sample Kolmogorow-Smirnov test table (Table 1), the Asymp.Sig (2-tailed) value of 0,166 is greater than 0,05. It can be concluded that the data were from a population has a distribution. The following are the test results from the SPSS output for the linearity test.

a) Employee Burnout on Role Ambiguity

Table 2. Linearity Test Results

ANOVA Table

			Sum of Squares	Df	Mean Square	F	Sig.
BURNOUT * ROLE AMBIGUITY	Between Groups	(Combined)	3863.073	25	154.523	11.510	.000
		Linearity	2936.707	1	2936.707	218.744	.000
		Deviation from Linearity	926.366	24	38.599	2.875	.061
	Within Groups		832.370	62	13.425		
	Total		4695.443	87			

Based on the Table 2, the linearity test for Role Ambiguity and Employee Burnout results in a Deviation from Linearity of 0,061 which is greater than 0,05, so the variables of Role Ambiguity and Employee Burnout has a linear correlation.

b) Employee Burnout on Workload

Table 3. Linearity Test Results

ANOVA Table

			Sum of Squares	df	Mean Square	F	Sig.
BURNOUT * WORKLOAD	Between Groups	(Combined)	2409.876	14	172.134	5.498	.000
		Linearity	1645.785	1	1645.785	52.566	.000
		Deviation from Linearity	764.090	13	58.776	1.877	.057
	Within Groups		2285.567	73	31.309		
	Total		4695.443	87			

Based on the Table 3, the linearity test for Work Load and Employee Burnout results from Deviation from Linearity of 0,057 which is greater than 0,05, so the Work Load variable with Employee Burnout has a linear correlation.

c) Employee Burnout on Resilience

Table 4. Linearity Test Results

ANOVA Table

			Sum of Squares	df	Mean Square	F	Sig.
BURNOUT * RESILIENCE	Between Groups	(Combined)	2335.252	19	122.908	3.541	.000
		Linearity	1450.200	1	1450.200	41.782	.000
		Deviation from Linearity	885.052	18	49.170	1.417	.152
	Within Groups		2360.191	68	34.709		
	Total		4695.443	87			

Based on the Table 4, the linearity test for Resilience with Employee Burnout results from Deviation from Linearity of 0,152, which is greater than 0,05. Therefore, the variable of Resilience with Employee Burnout has a linear correlation.

3.1. Multicollinearity test

Multicollinearity testing was carried out by looking at the tolerance value and variance inflation factor (VIF). The basis for decision making in the Multicollinearity Test can be done in two ways:

a)   Concerning to the Tolerance value:

If the Tolerance value is greater than 0,10, it means that there is no multicollinearity in the data being tested, while if the Tolerance value is smaller than 0,10, it means that there is multicollinearity in the data being tested.

b)   Concerning to the VIF (Variance Inflation Factor) value

If the VIF value is smaller than 10,00, it means that there is no multicollinearity in the data being tested, while if the VIF value is greater than 10,00, it means that there is multicollinearity in the data being tested.

From the calculation results, the results were obtained shown on Table 5.

Table 5. Multicollinearity Test Results

	Unstandardized Coefficients		Standardized Coefficients			Collinearity Statistics	
Model	B	Std. Error	Beta	T	Sig.	Tolerance	VIF
1 (Constant)	1.749	4.043		.432	.666		
ROLE AMBIGUITY	.602	.074	.658	8.192	.000	.615	1.627
WORKLOAD	.318	.117	.232	2.721	.008	.544	1.840
RESILIENCE	.020	.110	.016	.182	.856	.493	2.028
a. Dependent Variable: BURNOUT							

From the results of the variable tolerance value, role ambiguity is 0,615, workload is 0,544, and resilience is 0,493, meaning that there is no multicollinearity in the data tested.

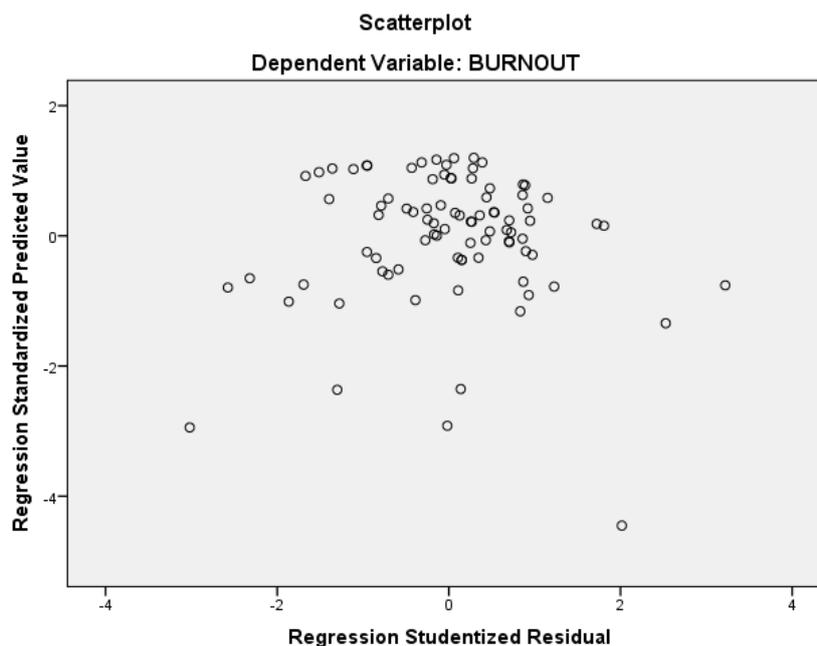Heteroscedasticity detection is presented in the Figure 1.

Figure 1. Heteroscedasticity test results

From the SPSS output results in Figure 1, it shows that there is no heteroscedasticity problem that occurs in the process of estimating the parameters of the estimator model.

In summary, the results of the product moment correlation between the independent variable and the dependent variable can be seen in the Table 6.

Table 6. Simple Correlation Test Results of Role Ambiguity and Workload on Employee Burnout

		BURNOUT	ROLE AMBIGUITY	WORKLOAD
		Correlations		
BURNOUT	Pearson Correlation	1	.791**	.592**
	Sig. (2-tailed)		.000	.000
	N	88	88	88
ROLE AMBIGUITY	Pearson Correlation	.791**	1	.530**
	Sig. (2-tailed)	.000		.000
	N	88	88	88
WORKLOAD	Pearson Correlation	.592**	.530**	1
	Sig. (2-tailed)	.000	.000	
	N	88	88	88
**. Correlation is significant at the 0.01 level (2-tailed).				

Table 7. Simple Correlation Test Results for Role Ambiguity on Resilience

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.799[a]	.638	.625	4.496

a. Predictors: (Constant), X1M, RESILIENCE, ROLE AMBIGUITY
b. Dependent Variable: BURNOUT

Table 8. Simple Correlation Test Results for Workload and Resilience

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.649[a]	.421	.400	5.690

a. Predictors: (Constant), X2M, WORKLOAD, RESILIENCE
b. Dependent Variable: BURNOUT

To measure the level of correlation between variables, Sugiyono (2019) has several criteria for interpreting the correlation coefficient (r) value from the results, namely:

Table 9. Correlation Coefficient

Correlation Coefficient Interval	Information
0,100 – 0,199	Very low correlation
0,200 – 0,399	Low correlation
0,400 – 0,599	Medium correlation
0,600 – 0,799	Strong correlation
0,800 – 1,000	Very strong correlation

Source: Sugiyono (2019: 149)

In table 9, the results of the analysis between the Role Ambiguity variable and the Employee Burnout variable obtained a correlation value of 0.791, including the "Strong" correlation criterion (0.600 - 0.799). The Workload variable with the Employee Burnout variable obtained a correlation value of 0.592, including the "Medium" correlation criteria (0.400 - 0.599). The Role Ambiguity variable with the Resilience variable obtained a correlation value of 0.799 including the "Strong" correlation criterion (0.600 - 0.799). The Workload variable with the Resilience variable obtained a correlation value of 0.649 including the "Strong" correlation criterion (0.600 - 0.799).

3.2. Determination Coefficient Test

a) Simple Determination Coefficient Test

Coefficient of determination testing was carried out to determine how much influence the independent variable has on the dependent variable. To see the influence of the independent variable on the dependent variable, calculations via SPSS were used and then processed as shown on Table 10.

Table 10. Results of Testing the Coefficient of Determination between Role Ambiguity and Employee Burnout

Model Summary[b]				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.791[a]	.625	.621	4.522
a. Predictors: (Constant), ROLE AMBIGUITY				
b. Dependent Variable: BURNOUT				

The SPSS output in table 10 obtained an R Square of 0.625 and then multiplied by 100% according to the coefficient of determination test formula (r2 x 100%), to obtain a result of 62.50%. Thus, the contribution of Role Ambiguity to Employee Burnout is 62.50%.

Table 11. Results of Testing the Coefficient of Determination between Workload and Employee Burnout

Model Summary[b]				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.592[a]	.351	.343	5.955
a. Predictors: (Constant), WORKLOAD				
b. Dependent Variable: BURNOUT				

The SPSS output in table 11 obtained an R Square of 0.351 and then multiplied by 100% according to the coefficient of determination test formula (r2 x 100%), to obtain a result of 35.10%. Thus, the contribution of workload to employee burnout is 35.10%.

Table 12. Results of Testing the Coefficient of Determination between Role Ambiguity and Resilience

Model Summary[b]				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.799[a]	.638	.625	4.496
a. Predictors: (Constant), X1M, RESILIENCE, ROLE AMBIGUITY				
b. Dependent Variable: BURNOUT				

The SPSS output in Table 12 obtained an R Square of 0.638 and then multiplied by 100% according to the coefficient of determination test formula (r2 x 100%), to obtain a result of 63.80%. Thus, the contribution of workload to employee burnout is 63.80%.

Table 13. Results of Testing the Coefficient of Determination between Workload and Resilience

Model Summary[b]				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.649[a]	.421	.400	5.690
a. Predictors: (Constant), X2M, WORKLOAD, RESILIENCE				
b. Dependent Variable: BURNOUT				

The SPSS output in table 14 obtained an R Square of 0.421 and then multiplied by 100% according to the coefficient of determination test formula (r2 x 100%), to obtain a result of 42.10%. Thus, the contribution of workload to employee burnout is 42.10%.

3.3. Moderated Regression Test

Testing the regression equation was intended to determine the trend of changes in the dependent variable (Employee Burnout), if the independent variables (Role Ambiguity, Workload and Resilience) changed.

The equation of calculation results can be presented in the Table 14.

Table 14. Regression Test Results between Role Ambiguity and Employee Burnout

Coefficients^a

Model	Unstandardized Coefficients B	Std. Error	Standardized Coefficients Beta	T	Sig.
1 (Constant)	11.808	2.531		4.666	.000
ROLE AMBIGUITY	.724	.060	.791	11.983	.000

a. Dependent Variable: BURNOUT

Based on the output of Table 14 in Unstandardized Coefficients column B for the Constant (a) value is 11.808, while the role ambiguity coefficient (b) value is 0.791 so the regression equation can be written:

Y = 11,808 + 0,791X1

Coefficient (b) is called the regression direction coefficient and represents a change in the Role Ambiguity Variable of one unit. Role Ambiguity Employee Burnout condition already has a value of 11.808 then after being influenced by Role Ambiguity it increases the Employee Burnout value by 0.791 for every 1 increase.

Table 15. Regression Test Results between Workload and Employee Burnout

Coefficients^a

Model	Unstandardized Coefficients B	Std. Error	Standardized Coefficients Beta	t	Sig.
1 (Constant)	5.442	5.342		1.019	.311
WORKLOAD	.810	.119	.592	6.813	.000

a. Dependent Variable: BURNOUT

SPSS Output Source, 2024

The results of the Table 15 show that Employee Burnout is in a constant state or is not influenced by Workload. Employee Burnout already has a value of 5.442, then it increase by 0.810 for every 1 increase after being influenced by workload.

Table 16. Regression Test Results between Role Ambiguity and Resilience

Model	Unstandardized Coefficients B	Std. Error	Standardized Coefficients Beta	T	Sig.
1 (Constant)	3.685	10.005		.368	.714
ROLE AMBIGUITY	.773	.312	.845	2.483	.015
RESILIENCE	.261	.250	.213	1.045	.299
X1M	-.003	.007	-.192	-.407	.685

The results of the Table 16 show that Employee Burnout is in a constant state or is not influenced by Role Ambiguity. The condition of Employee Burnout already has a value of 3.685, after being influenced by Role Ambiguity, the Employee Burnout value increases by 0.773 for every increase of 1. An increase of 0.261 from the moderation variable (Resilience), then role of ambiguity moderated by resilience of -0.003.

Table 17. Regression Test Results between Workload and Resilience

Model	Unstandardized Coefficients B	Std. Error	Standardized Coefficients Beta	T	Sig.
1 (Constant)	19.029	11.751		1.619	.109
WORKLOAD	.089	.309	.065	.289	.773
RESILIENCE	-.226	.373	-.184	-.607	.546
X2M	.014	.009	.755	1.695	.094

Employee Burnout is in a constant state or not influenced by Workload. This condition already has a value of 19.029, then the Employee Burnout value increases by 0.089 for every increase of 1 after being influenced by Workload. A decrease of 0.226 from the moderation variable (Resilience), then from Moderated Workload by resilience of + 0.014.

In order to determine the level of significance of the influence of Role Ambiguity on employee Burnout, it is presented in the Table 18.

Table 18. Results of Partial Significance Testing of the Hypothesis of Role Ambiguity on Employee Burnout

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
1 (Constant)	11.808	2.531		4.666	.000
ROLE AMBIGUITY	.724	.060	.791	11.983	.000
a. Dependent Variable: BURNOUT					

Based on the Table 18, it is known that the Role Ambiguity regression coefficient value is 0.724, which is positive. Thus, it can be said that Role Ambiguity has a positive influence on Employee Burnout. Positive influence means that the higher the value of role ambiguity, the greater the employee burnout.

Based on the results of the regression analysis in Table 18, the t-count value of Role Ambiguity is 11.983 which is greater than the t-table of 1.988, and the significance value of 0.000 is below 0.05, at a 95% confidence interval so there is a significant influence of Role Ambiguity on Employee Burnout in PT. United Waru Biscuits Manufactory.

Table 19. Results of Partial Hypothesis Significance Testing Workload on Employee Burnout

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
1 (Constant)	5.442	5.342		1.019	.311
WORKLOAD	.810	.119	.592	6.813	.000
a. Dependent Variable: BURNOUT					

Based on Table 19, it is known that the Workload regression coefficient value is 0,810, which is positive. So it can be said that Workload has a positive influence on Employee Burnout. Based on the results of the regression analysis in table 19 the t-count value of Work Load is 6.813, which is greater than the t-table of 1.988, and the significance value of 0.000 is below 0.05, at a 95% confidence interval so there is a significant influence of Work Load on Employee Burnout in PT. United Waru Biscuits Manufactory.

Table 20. Results of Partial Hypothesis Significance Testing Role Ambiguity Moderated by Resilience on Employee Burnout

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	3.685	10.005		.368	.714
	ROLE AMBIGUITY	.773	.312	.845	2.483	.015
	RESILIENCE	.261	.250	.213	1.045	.299
	X1M	-.003	.007	-.192	-.407	.685

Based on table 20, it is known that the Role Ambiguity regression coefficient value is 0.773, which is positive. So it can be said that Role Ambiguity has a positive influence on Employee Burnout.

The results obtained explained that the t-count value of the role ambiguity variable moderated by resilience was -0.407, smaller than the t-table of 1.988 and a significant value of 0,685 above 0,05 at the 95% confidence interval. So, there was no significant influence of moderated role ambiguity on burnout by Resilience at PT. United Waru Biscuits Manufactory. Thus, Resilience cannot significantly moderate the correlation between Role Ambiguity and Employee Burnout at PT. United Waru Biscuits Manufactory.

Based on Table 21, it is known that the Workload regression coefficient value is 0,089, which is positive. So it can be said that Workload has a positive influence on Employee Burnout. Positive influence means that the higher the Workload value, the higher the Employee Burnout. Thus, Resilience cannot significantly moderate the correlation between Workload and Employee Burnout at PT. United Waru Biscuits Manufactory.

Table 21. Partial Hypothesis Significance Test Results Workload Moderated by Resilience on Employee Burnout

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	19.029	11.751		1.619	.109
	WORKLOAD	.089	.309	.065	.289	.773
	RESILIENCE	-.226	.373	-.184	-.607	.546
	X2M	.014	.009	.755	1.695	.094

3.4. Discussion

3.4.1. The Influence of Role Ambiguity on Employee Burnout

In the research results, Role Ambiguity has a strong relationship or correlation with Employee Burnout. The contribution of Role Ambiguity (X1) to the Employee Burnout variable (Y) obtained a result of 62.50%. Role Ambiguity (X1) with the Employee Burnout variable (Y) has a positive influence based on the regression test, the equation $Y = 11.808 + 0.791X1$. This shows that Role Ambiguity can project Employee Burnout with positive changes, the higher the role ambiguity at PT. United Waru Biscuit Manufactory is increasingly increasing employee burnout.

The results of this research are in line with the results of research conducted by Agusta & Yanti (2022); Choirunnisak & Kurniawan (2020); Solihin et al. (2023) which explained that Role Ambiguity has a positive and significant effect on Employee Burnout.

Role ambiguity is often related to burnout. This occurs when workers have multiple roles that must be carried out simultaneously in their work and workers lack information for each role that must be carried out, resulting in employee ambiguity in carrying out their work (Schaufeli & Buunk, 2004). Thus, to reduce employee burnout, clarification of the employee's job or role is needed.

3.4.2. The Influence of Workload on Employee Burnout

In the research results, Workload has a moderate relationship or correlation with Employee Burnout. The contribution of Workload (X2) to the Employee Burnout variable (Y) obtained a result of 35.10%. Workload (X2) with the Employee Burnout variable (Y) has a positive influence. Based on the regression test, the equation $Y = 5.442 + 0.810X21$ is obtained. This shows that Workload can increase Employee Burnout at PT. United Waru Biscuit Manufactury.

The results of this research are in line with the results conducted by Anggraini & Idulfilastri (2023); Atmaja & Suana (2018); Juhnisa & Fitria (2020), which explained that workload influences employee burnout.

Excessive workload will become a big problem if management procedures are not improved in the future by PT management. United Waru Biscuit Manufactory will cause employee burnout, which will directly harm the company in the future. Burnout causes a person to have no goals and be unable to achieve their needs at work. One of the reasons for high burnout is workload.

3.4.3. The influence of role ambiguity moderated by resilience on employee burnout

In the research results, Role Ambiguity has a strong relationship or correlation with Resilience. The magnitude of the contribution of Role Ambiguity (X1) moderated by Resilience (M) with the Employee Burnout variable (Y) obtained a result of 63.80%. Role Ambiguity (X1) which is moderated by Resilience (M) with the Employee Burnout variable (Y) has a positive influence based on the regression test obtained by the equation $Y = 3.685 + 0.773X1 + 0.261M - 0.003X1M1$. This shows that Resilience cannot significantly moderate the relationship between Role Ambiguity and Employee Burnout at PT. United Waru Biscuits Manufactury.

The research results show that although role ambiguity has a strong correlation with resilience, resilience is not able to significantly moderate the relationship between role ambiguity and employee burnout at PT. United Waru Biscuits Manufactury. Even though there is a positive influence of role ambiguity and resilience on employee burnout based on the regression equation, the contribution of resilience in moderating this relationship is relatively small, only 63.80%. This may be caused by certain contextual factors in the organizational structure, work culture, or employee characteristics in the company that reduce the effectiveness of resilience as an antidote to the negative impact of role ambiguity on employee mental well-being. Therefore, these findings indicate the need for a more comprehensive approach in managing role ambiguity and employee burnout at PT. United Waru Biscuits Manufactury.

The results of this research are in line with research conducted by Emerson et al. (2023); Novriani & Nurmaysaroh (2021), as well as research conducted by Simatupang (2022) that Resilience cannot significantly moderate the correlation between Role Ambiguity and Employee Burnout. at PT. United Waru Biscuits Manufactory.

3.4.4. The influence of workload moderated by resilience on employee burnout

In the research results, Workload has a strong relationship or correlation with Resilience. The amount of Workload contribution moderated by Resilience with the Employee Burnout variable (Y) obtained a result of 42.10%. Workload moderated by Resilience with the Employee Burnout variable (Y) has a negative influence based on the regression test, the equation $Y = 19.029 + 0.089X2 - 0.226 + 0.014X2M1$. This shows that Resilience cannot significantly moderate the relationship between Workload and Employee Burnout at PT. United Waru Biscuits Manufactury.

The research results show that although workload has a strong correlation with resilience, resilience is not able to significantly moderate the relationship between workload and employee burnout at PT. United Waru Biscuits Manufacturing. Even though there is a negative influence of workload on employee burnout based on the regression equation, the contribution of resilience in moderating this relationship is relatively small, only 42.10%. This could be caused by several factors, including the possibility of contextual factors in the work environment that reduce the effectiveness of resilience as a buffer against the negative impact of workload on employee mental well-being. Thus, these findings indicate the need for a more holistic approach in managing employee workload and burnout at PT. United Waru Biscuits Manufactory, perhaps by focusing on more efficient workload management and strengthening other factors that can support employee resilience.

The results of this research are in line with research conducted by Khatimah et al. (2024); Octafian (2021); Rahmadyah (2021) that Resilience cannot significantly moderate the correlation between Workload and Employee Burnout at PT. United Waru Biscuits Manufactory.

4. Conclusions

Based on the results and discussion, we conclude that:

a. There is a positive and significant influence between Role Ambiguity on Employee Burnout at PT. United Waru Biscuit Manufactory The results of testing the first hypothesis show a t-value of 11.983 > than the t table of 1.988 with a significance value of 0.000 below 0.05. So H1 is accepted and it can be concluded that the Role Ambiguity variable in this research has a positive and significant effect on Employee Burnout at PT. United Waru Biscuit Manufactury.

b. There is a positive and significant influence between workload on employee burnout at PT. United Waru Biscuit Manufactory The results of testing the second hypothesis show a t-value of 6.813 > than the t table of 1.988 with a significance value of 0.000 below 0.05. So H2 is accepted and it can be concluded that the Workload variable in this study has a positive and significant effect on Employee Burnout at PT. United Waru Biscuit Manufactury.

c. There is an insignificant effect of role ambiguity on employee burnout which is moderated by resilience at PT. United Waru Biscuits Manufactory The results of testing the third hypothesis show a t-value of 1.045 < t table 1.988 with a significance value of 0.299 above 0.05. So H3 is rejected and it can be concluded that the Resilience variable in this study cannot significantly moderate the relationship between Role Ambiguity and Employee Burnout at PT. United Waru Biscuits Manufactury

d. There is an insignificant effect of workload on employee burnout which is moderated by resilience at PT. United Waru Biscuits Manufactory The results of testing the fourth hypothesis show a t-value of 1.695 < t table 1.988 with a significance value of 0.094 above 0.05. So H4 is rejected and it can be concluded that the Resilience variable in this study cannot significantly moderate the relationship between Workload and Employee Burnout at PT. United Waru Biscuits Manufactury

References

Agusta C. M., & Yanti H. B. (2022). Pengaruh Risk Perception dan Herding terhadap Pengambilan Keputusan Investasi. *Jurnal Ekonomi Trisakti*, 1179–1188.

Anggraini, M. Z., & Idulfilastri, R. M. (2023). Peran Beban Kerja terhadap Burnout Pada Karyawan PT X. *Journal on*

Education, *5*(2), 5212–5218. https://doi.org/10.31004/joe.v5i2.1081

Asri, N. A. (2016). *Peranan United Nations Joint Program On HIV/AIDS Penderita HIV/AIDS di Zimbabwe*.

Atmaja, I, G, I, W., & Suana, I, W. (2018). Pengaruh Beban Kerja Terhadap Burnout Dengan Role Stress Sebagai Variabel Mediasi Pada Karyawan Rumours Restaurant. *E-Jurnal Manajemen Universitas Udayana*, *8*(2), 815.

Atmaja, I. G. I. W., & Suana, I. W. (2018). Pengaruh Beban Kerja Terhadap Burnout Dengan Role Stress Sebagai Variabel Mediasi Pada Karyawan Rumours Restaurant. *E-Jurnal Manajemen Universitas Udayana*, *8*(2), 815. https://doi.org/10.24843/ejmunud.2019.v08.i02.p09

Berkeley, U. C, C, H., P, J., & N, Y. (2003). Review of Research on Educational Resilience. *Diversity*, *11*, 1–28. http://www.cal.org/crede/pdfs/rr11.pdf

Cathrina, R. (2019). *Hubungan Riwayat Anemia saat Kehamilan dengan Kejadian Stunting Balita Usia 24-59 Bulan Di Wilayah Kerja Puskesmas Pranggang Di Desa Punjul Kabupaten ...*. https://s12-b.poltekkes-malang.ac.id/index.php?p=show_detail&id=3752&keywords=

Choirunnisak, C., & Kurniawan, I. S. (2020). Mediasi Burnout Pada Pengaruh Ambiguitas Dan Konflik Terhadap Komitmen Pegawai Manufaktur Di Bantul. *Ekonika : Jurnal Ekonomi Universitas Kadiri*, *5*(1), 52. https://doi.org/10.30737/ekonika.v5i1.586

Emerson, D. J., Hair, J. F., & Smith, K. J. (2023). Psychological Distress, Burnout, and Business Student Turnover: The Role of Resilience as a Coping Mechanism. *Research in Higher Education*, *64*(2), 228–259. https://doi.org/10.1007/s11162-022-09704-9

Hayati, I., & Fitria2, S. (2018). Pengaruh Burnout Terhadap Kinerja Karyawan Pada BMT El-Munawar Medan. *Intiqad: Jurnal Agama Dan Pendidikan Islam*, *10*(1), 50–65. https://doi.org/10.30596/intiqad.v10i1.1924

Hermawati, R., Firdaus, A., Suryani, N. L., Rozi, A., & Erlangga, H. (2021). Pengaruh Pelatihan Dan Motivasi Terhadap Kinerja Karyawan Pada Bank BJB di Cabang Balaraja Banten. *JENIUS (Jurnal Ilmiah Manajemen Sumber Daya Manusia)*, *4*(3), 319. https://doi.org/10.32493/jjsdm.v4i3.10459

I Made Agus Putra Wijaya. (2008). Beban Kerja Berpengaruh Terhadap Burnout Dengan Variabel Work Family Conflict Sebagai Pemediasi. *E-Jurnal Manajemen, Vol. 9, No*(2302–8912), 20.

Juhnisa, E., & Fitria, Y. (2020). Pengaruh beban kerja terhadap burnout karyawan pada PT PLN (persero) dengan dukungan sosial sebagai variabel pemediasi. *Jurnal Kajian Manajemen Dan Wirausaha*, *2*(4), 168. https://doi.org/10.24036/jkmw02100350

Karen Reivich; Andrew Shatte. (2002). The Resilience Factor, 7 Keys To Finding Your Inner Strength And Overcoming Life's Hurdles. *Broadway Books*, 1–325. https://books.google.co.id/books?id=Ons_LmZYdyQC&hl=id

Khatimah, H., Adha, N., Maulana, G. A., & ... (2024). Pendampingan Dalam Inovasi Produk Bolu Dari Ampas Tahu Pada Umkm Di Kelurahan Lewirato Kota Bima. *Jurnal Akselerasi ...*. http://www.jurnal.serambimekkah.ac.id/index.php/ampoen/article/view/825%0Ahttps://www.jurnal.serambim ekkah.ac.id/index.php/ampoen/article/download/825/598

Kumareswaran, S. (2023). Detrimental Impact of Sedentary Behaviour on Health. *European Journal of Medical and Health Sciences*, *5*(1), 18–22. https://doi.org/10.24018/ejmed.2023.5.1.1630

Luthans, F. (2006). Perilaku Organisasi, Edisi Sepuluh. In *PT. Andi: Yogyakarta.*

Nindya Setyo Rini. (2013). Pengaruh Beban Kerja Terhadap Kepuasan Kerja Dengan Stress Kerja Sebagai Variabel Mediasi Pada Pt. Malang Post Cemerlang Kota Malang. *Journal of Chemical Information and Modeling*, *53*(9), 1689–1699.

Novriani Gultom, H., & Nurmaysaroh. (2021). Pengaruh Lingkungan Kerja Terhadap Kinerja Karyawan. *Transekonomika: Akuntansi, Bisnis Dan Keuangan*, *1*(2), 191–198. https://doi.org/10.55047/transekonomika.v1i2.36

Qikki Octafian. (2021). Pengaruh Resiliensi Karyawan Terhadap Kinerja Karyawan Melalui Kepuasan Hidup. *Jurnal Ilmu Manajemen*, *9*.

RAHARJA, S. K. (2017). Pengaruh Konflik Peran, Ambiguitas Peran, Kelebihan Peran, Ketegangan Pekerjaan,

Lingkungan Kerja Individudan Pekerjaan Administratif Yang Berlebih Terhadap Burnout (Studi Empiris Di Kap Semarang). *Uniska*, *7*(2), 107–115.

Rahmadyah, A. (2021). Pengaruh Beban Kerja terhadap Kinerja Karyawan melalui Burnout Syndrome Pada PT. Perkebunan Nusantara X Pabrik Gula Tjoekir. *Jurnal Ilmu Manajemen*, *9*(1), 355. https://doi.org/10.26740/jim.v9n1.p355-366

Ratna:, S. N. P. E., & Ketut, S. I. (2016). Konflik Peran, Ketidakjelasan Peran, Dan Kelebihan Peran Terhadap Kinerja Auditor Dengan Tekanan Waktu Sebagai Pemoderasi. *E-Jurnal Akuntansi Universitas Udayana*, *15*(2), 1392–1421.

Schaufeli, W. B., & Buunk, B. P. (2004). Burnout: An Overview of 25 Years of Research and Theorizing. *The Handbook of Work and Health Psychology: Second Edition*, 383–425. https://doi.org/10.1002/0470013400.ch19

Solihin, Nyorong, M., Nur'aini, & Siregar, D. M. S. (2023). Faktor yang Memengaruhi Perilaku Merokok pada Remaja di SMA 2 dan SMK 8 Muhammadiyah Tanjung Sari Kecamatan Medan Selayang. *Terometer: Jurnal Ilmiah Ilmu Kesehatan Dan Kedokteran*, *1*(1), 111–129. https://ejurnal.politeknikpratama.ac.id/index.php/Termometer/article/view/1095/1064

Sugiyono. (2019). Metode Penelitian Kuantitatif, Kualitatif, dan R&D. In *Bandung:Alphabet*.

Talaee, N., Varahram, M., Jamaati, H., Salimi, A., Attarchi, M., Kazempour dizaji, M., Sadr, M., Hassani, S., Farzanegan, B., Monjazebi, F., & Seyedmehdi, S. M. (2022). Stress and burnout in health care workers during COVID-19 pandemic: validation of a questionnaire. *Journal of Public Health (Germany)*, *30*(3), 531–536. https://doi.org/10.1007/s10389-020-01313-z