

CONTRIBUTION OF JOB STRESS IN MEDIATING ASPECTS AFFECTING WORK FATIGUE OF MINISTRY OF RELIGIOUS AFFAIRS EMPLOYEES IN THE SOUTH PAPUA PROVINCE REGION

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Abstract

Employees working for the Ministry of Religion in the South Papua Province have a range of tasks related to community service in religious affairs. The demanding workload in this role calls for extra effort from the employees. This research aims to explore how work stress acts as a mediator in the relationship between leadership style, workload, and income adequacy with work fatigue among Ministry of Religion employees in the South Papua Province. Data was collected through a survey involving 153 participants. The findings from the structural equation modeling analysis reveal that leadership style has a significant negative impact on work stress, while workload has a significant positive impact on work stress. However, income adequacy does not seem to affect work stress. Moreover, leadership style negatively impacts work fatigue, whereas workload has a positive impact on work fatigue. Income adequacy, on the other hand, does not have a significant impact on work fatigue. The study ultimately concludes that work stress plays a role in mediating the relationship between leadership style and workload with work fatigue. However, work stress does not mediate the effect of income adequacy on job burnout.

Keywords: *Work Stress, Work Fatigue, Employee Workload*

INTRODUCTION

The Ministry of Religious Affairs in South Papua Province is comprised of several regional offices, including Merauke, Boevendigoel, Mappi, and Asmat Regencies. The duties and responsibilities of these offices are determined by the Head of the Regional Office in accordance with the regulations outlined in the Minister of Religious Affairs Regulation Number 19 of 2019. The Ministry of Religious Affairs is responsible for overseeing various religious affairs through its different departments, such as Islamic Guidance, Islamic Education, Christian Guidance, Catholic Guidance, and Buddhist Guidance. Additionally, the ministry is also involved in organizing Hajj and Umrah pilgrimages. Working as a Civil Servant in the Ministry of Religious Affairs, especially in South Papua Province, requires employees to possess qualities such as integrity, professionalism, responsibility, and serving as a role model. These requirements can often lead to work-related stress.

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Job stress, which arises from the perception of demands or challenging situations, is often experienced by Civil Servants and affects overall organizational performance (Ivancevich & Konopaske, 2013; Robbins, 2015). Prolonged stress can decrease concentration, increase absenteeism, disrupt sleep, and reduce the quality of work, creating a physical and psychological imbalance that affects the emotions and thought processes of organizational members. Although generally bad, stress can be positive (eustress) if interpreted properly, helping to complete tasks on time (Ivancevich et al., 1990). Employees of the Ministry of Religious Affairs in South Papua Province show symptoms of stress such as anxiety, conflict between individuals, and health problems, indicating less harmonious relationships and decreased morale and fatigue. Occupational fatigue, which is physical, emotional and mental exhaustion due to overwork (Freudenberger, 1974), has become a serious concern during the Covid-19 pandemic (Boamah, 2022). Characterized by boredom, laziness, irritability, and sleep disturbances (Schaufeli et al., 2009), job burnout negatively impacts performance and productivity, increases employee turnover, training costs, and decreases public satisfaction (Zanabazar & Jigjiddorj, 2022). At the South Papua Ministry of Religious Affairs, some employees experienced physical illness and disputes with colleagues, draining energy and reducing productivity, which had a significant impact on organizational performance.

There are various ways that organizations can anticipate or even overcome employee burnout, one of which is through the type of leadership applied. Leadership plays an important role in dealing with employee problems, as interactions between leaders and employees occur all the time. Based on empirical evidence, transformational leadership has been shown to be effective in reducing job stress and job burnout, and improving employee well-being (Bowers, 2019).

In addition, job burnout of employees of the Ministry of Religious Affairs in South Papua Province is influenced by excessive workload, both in terms of quantity of work and the quality of activities that must be completed (Ivancevich & Konopaske, 2013). Employees not only handle administrative work but also public services, such as organizing Hajj and Religious Affairs Office services, as well as making operational permits for madrasah schools. When employees are given tasks with tight deadlines while having other work to complete, they are often unable to work optimally. Observations showed uneven workloads among employees, with some experiencing very high workloads while others had less, resulting in unfulfilled work targets. The pressure of workload is often seen as a positive challenge that

increases job quality and satisfaction, but the lack of workload also has a negative impact on Health (Robbins & Judge, 2012); Ivancevich & Konopaske, 2013). Increased workload is often associated with greater income, so employee well-being must be considered as an important asset to the agency.

Another factor is employee income, as compensation based on job evaluation and work performance, in accordance with Regulation of the Head of the State Personnel Agency Number 20 of 2011 concerning Guidelines for Calculating Performance Allowances for Civil Servants, which should serve to improve performance. However, in the Ministry of Religious Affairs of South Papua Province, the determination of income has not considered the volume and quality of work, thus not motivating diligent and innovative employees. Some employees feel that the income received is still not equitable or fair.

Previous studies have identified factors such as leadership style, workload, income suitability, and job stress as causes of employee burnout, but findings are often inconsistent. Research shows that leadership style can decrease job burnout (Kloutsiniotis et al., 2022; Manoppo, 2020; Rindu et al., 2020) or increase job stress (Komar, et al., 2021; Parveen and Adeinat, 2019), and in some cases, has no significant effect (Jaya, et al., 2021). In addition, leadership style can reduce job burnout (Boamah, 2022; Bosak et al., 2021; Chen et al., 2022), although there are findings that suggest an indirect and insignificant relationship (Khan et al., 2020). High workload often leads to job burnout (Ahmad & Rochimah, 2021; Fitriasari et al., 2022), but some studies suggest no significant effect (Florenta, 2022). Income congruence generally helps reduce job burnout (Ahmad & Rochimah, 2021; (Kim & Choi, 2023), but there are studies that find no significant effect (Al Serhan & Houjeir, 2020).

Job stress is an important factor that mediates the relationship between leadership style, workload, income matching, and job burnout. First, the application of appropriate leadership style can reduce job stress, which helps prevent employee burnout (Kloutsiniotis, et al., 2022; Parveen & Adeinat, 2019). Second, job stress is often associated with high workload (Chiu et al., 2023; Ingusci et al., 2021; Kokoroko & Sanda (2019); Sadiq, 2022) and if not managed properly, can lead to job burnout (Zanabazar & Jigjiddorj, 2022). Third, employees who experience stress due to financial problems from inadequate income are more prone to job burnout (Larson et al., 2020; Lim et al., 2023; Verduzco-Gutierrez et al., 2021).

The Office of the Ministry of Religious Affairs in South Papua Province, which includes Merauke, Boven Digoel, Mappi, and Asmat Regencies, handles various religious

affairs. By instilling a good work culture, work behavior can be improved, creating better individual spirit and performance. However, there are still employees who lack enthusiasm and experience job burnout. To overcome this problem, organizations need to pay attention to and manage employee work stress.

LITERATURE REVIEW

Definition of Work Stress

Work stress is the sensation of strain felt by workers when facing their job responsibilities (Mangkunegara & Hasibuan, 2000). This view is reinforced by Beehr and Newman (cited in Luthans, cited in Asih & Widhiastuti, 2018) who describe work stress as a situation that arises from the interaction between individuals and their work, leading to changes that disrupt their usual routine. It can be argued that job stress reflects employees' physical and mental reactions to the demands or expectations set by the organisation. Job stress is a factor that can result in decreased productivity and a negative work environment, affecting individuals adversely.

As a definition of stress, it can be said that Stress is a state of pressure that impacts an individual's feelings, cognitive function, and bodily state. When stress is not managed effectively, it often leads to a person struggling to engage with others in a constructive manner (Makkira et al., 2022). Meanwhile, referring to Harrisma and Witjaksono (2013), it is said that Job Stress is the attitude of employees towards situations that deviate from physical and psychological due to excessive demands in the process of achieving results.

Work Fatigue

Work fatigue is a state of attenuation of activity, motivation, and physical activity (Maharja, 2015). Work exhaustion is a significant concern in terms of health and safety in the workplace, posing a potential hazard for accidents. Various factors, both internal and external, can contribute to exhaustion. Internal factors such as age, anaemia, length of employment, sleep quality, and workload, as well as external factors including shift patterns and working conditions, can all play a role (Juliana et al., 2018). Exhaustion is a prevalent issue across different professions, with each line of work presenting its own unique challenges in terms of exhaustion. Defining exhaustion can be a complex task, but its impact can be assessed through work performance. At its core, work exhaustion is characterised by feelings of weariness and reduced alertness (Lendombela et al., 2017).

Work exhaustion is a broad factor that goes beyond just physical and mental exhaustion, but is more about a decline in physical abilities, feelings of fatigue, lowered

motivation, and decreased productivity at work (Faber et al., 2012). There are multiple elements that can impact the emergence of work exhaustion, including inadequate workplace conditions and psychosocial issues that can contribute to the development of work exhaustion (Faber et al., 2012).

Understanding Workload

Excessive work demands can lead to a person feeling tense and stressed. This could be due to the required level of expertise being too high or the amount of work being overwhelming (Sulastri & Onsardi, 2020). Workload refers to the tasks or responsibilities that need to be completed by an individual or a department within a specific timeframe as defined by Sunarso (2010). According to Regulation Number 12 of 2008 from the Ministry of Home Affairs, workload is defined as the workload that needs to be completed by an individual or department, calculated by multiplying the volume of work by the expected time for completion.

RESEARCH METHOD

In conducting a study, it is important that the method is used (Patmasari, 2022; Patmasari, 2024). Therefore, this research is quantitative with a correlational and explanatory approach, involving steps such as problem identification, theoretical studies, conceptual framework preparation, and hypothesis testing (Solimun & Fernandes, 2018). The purpose of this study was to analyze the role of job stress in mediating the influence of leadership style, workload, and income suitability on employee burnout of the Ministry of Religious Affairs in South Papua Province. The research was conducted in four work units of the Ministry of Religious Affairs in Merauke, Boven Digoel, Mappi, and Asmat Regencies for six months, from February to July 2023. The study population was 159 civil servants of the Ministry of Religious Affairs in the region, with the sampling technique using the census method.

Data was collected using an online questionnaire distributed via Google Form, WhatsApp, and social media. The questionnaire measured respondents' characteristics as well as their perceptions of leadership style, workload, income matching, job stress, and job burnout using a 5-point Likert scale. Prior to use, the instruments were tested for validity and reliability. Validity tests were conducted using Pearson correlation, showing all items were valid ($r > 0.30$), while reliability tests using Cronbach's alpha showed values above 0.60 for all variables, so the instruments were declared reliable. Data analysis includes demographic characteristics of respondents, descriptive analysis of variables, and structural

equation modeling to test causal relationships between variables, including mediation effect tests using the Sobel test to determine the indirect effect of independent variables on the dependent.

RESULTS AND DISCUSSION

Research Results

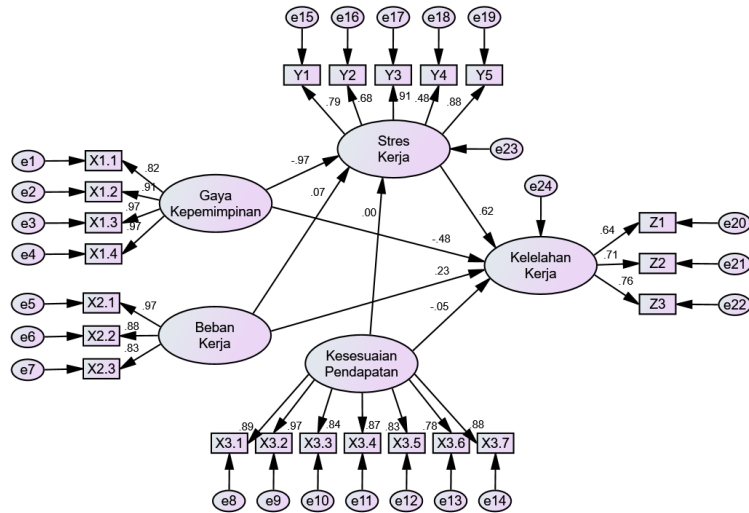
Information was gathered through the distribution of surveys to 159 participants initially, however, only 153 surveys were fully completed and deemed suitable for analysis. The participants were made up of staff members from the Ministry of Religious Affairs in South Papua Province, each with varying characteristics including gender, age, highest level of education, job title, and length of employment. The majority of respondents were female (60.13%) and over 40 years old (86.93%). The education level was dominated by S1 graduates (94.77%), and most had more than 6 years of service (83.66%). Respondents' positions varied, including Head of Subdivision Administration, Section Head, School Principal, Ministry of Religious Affairs teacher, Supervisor, and Executive.

Descriptive analysis was used to describe the condition of the research variables including Leadership Style, Workload, Income Suitability, Job Stress, and Job Fatigue. The mean value of each variable showed that respondents generally “moderately agreed” regarding leadership style and income suitability, and “agreed” regarding workload. Work stress and job burnout were also felt to be quite significant by respondents, with mean values of 2.93 and 2.57 respectively.

Data outlier and normality tests were conducted to ensure the quality of the data used. The univariate outlier test showed that some of the measuring items had Z-score values outside the normal limits, but were not removed because they showed variability. The multivariate outlier test with Mahalanobis Distance did not show values that exceeded the limits, so the data was considered not to be outliers. Although some items showed abnormal data in the Skewness-Kurtosis test, the Kolmogorov-Smirnov test showed normally distributed data with a significance value of 0.084.

Assessment of the measurement model through Confirmatory Factor Analysis (CFA) indicates that all variables are both accurate and consistent. The dominant indicators that make up each construct are X1.3 for Leadership Style, X2.1 for Workload, X3.2 for Income Suitability, Y5 for Job Stress, and Z1 for Job Fatigue. Figure 1 displays the preliminary structural model evaluation results that leadership style has a significant negative effect on

job stress and job burnout, while workload has a significant positive effect on both variables. Income suitability, on the other hand, showed no significant effect.



Information: *Stres kerja* (Job stress), *Gaya Kepemimpinan* (Leadership style), *Beban Kerja* (Workload), *Kelelahan kerja* (Job fatigue), *Kesesuaian pendapatan* (Income suitability)

Source: Data Processing Results (2024)

Figure 1. Output of Structural Model Evaluation Results

The findings from the hypothesis testing indicate that both leadership style and workload play a crucial role in contributing to job stress and job burnout. It was also found that job stress has a noteworthy impact on job burnout. However, income suitability has no significant effect either directly or indirectly on job burnout. Revisions to the structural model were made to improve the feasibility of the model, and the results showed that the effect of leadership style and workload on job burnout through job stress was significant, indicating partial mediation. Testing the mediation effect with the Sobel test supports this finding, indicating that job stress mediates the effect of leadership style and workload on job burnout.

Discussion

Based on the results of descriptive analysis, the Leadership Style variable (X1) received the highest response rate with an average score of 3.91. The indicator with the highest average score is X1.1 (idealized influence) with a mean value of 2.91, indicating that respondents highly evaluate the leader's ability as a positive role model. Indicator X1.3 (intellectual stimulus) has the highest factor loading value of 0.977, indicating that the encouragement to think critically and innovatively from the leadership is very dominant in

shaping the Leadership Style variable. The Workload variable (X2) shows the highest average score in indicator X2.3 (psychological pressure load) with a mean value of 3.62, indicating that respondents feel more psychological pressure. The highest factor loading value is X2.1 (time burden) with a coefficient of 0.970, indicating that the time required to complete tasks is the dominant factor in workload.

The Income Suitability variable (X3) has the highest average score in indicator X3.7 (administrative benefits) with a mean value of 3.47, indicating that respondents feel they receive more administrative benefits. Wage structure (X3.2) with a loading factor value of 0.970 is the dominant indicator in this variable, indicating that a clear salary structure is very important to respondents. For the Work Stress variable (Y), the highest mean score is in indicator Y1 (time pressure) with a mean value of 3.16, indicating that time pressure is the main source of stress. Indicator Y5 (work-life balance) has the highest factor loading value of 0.914, indicating that the balance between work and personal life is very influential on work stress. The Work Fatigue variable (Z) shows the highest average score in indicator Z3 (lack of confidence) with a mean value of 2.70, indicating that lack of confidence is the main form of fatigue. Indicator Z1 (emotional exhaustion) with a factor loading value of 1.017 is the most dominant, indicating that emotional exhaustion is a major factor in job burnout.

Table 1. Results of the Inter-Variable Relationship Test

Relationship between variables		Direct Influence				Indirect Influenc e	Total Influenc e
Independent Variables	Dependen t Variable	β	B	SE	p		
X1	Y	-0,971	-0,628	0,056	0,000	-	-
X1	Z	-0.479	-0,420	0,202	0,037	-0,602	-1,081
X2	Y	0,068	0,038	0,019	0,048	-	-
X2	Z	0.226	0,170	0,027	0,000	0,042	0,268
X3	Y	-0.002	-0,001	0,014	0,945	-	-
X3	Z	-0.052	-0,030	0,016	0,055	-0,001	-0,053
Y	Z	0.620	0,840	0,321	0,009	-	-

Description:

**X1 = Leadership Style, X2 = Workload, X3 = Income Suitability,
Y = Job Stress, Z = Job Fatigue, β = Standardized coefficient,
B = Unstandardized coefficient, SE = Standard Error, p = Significance value**

Source: Data Processing Results (2024)

Below is Table 1, which displays the outcomes of examining the correlation between variables. An essential outcome is that the leadership approach has a notable adverse impact on work-related stress, demonstrated by a coefficient value of $\beta = -0.971$ ($p = 0.000$). This implies that the implementation of a more effective leadership style results in decreased job stress among employees working at the Ministry of Religious Affairs in South Papua Province. Good leadership provides clear communication, sets realistic expectations, and provides the necessary resources, thereby reducing uncertainty and potential conflict. This approach increases clarity and coherence in tasks, and strengthens the sense of community and collective support, so employees feel more supported and less burdened. These results are in line with previous research showing that transformational leadership can reduce job stress. For example, research (Manoppo, 2020; Rindu, 2020) shows that transformational leadership has a significant negative effect on the job stress of hospital nurses. (Kloutsiniotis et al., 2022), also found that transformational leadership style reduces financial-related stress, anxiety, and loneliness at work.

The amount of work assigned to employees at the Ministry of Religious Affairs in South Papua Province directly correlates with the level of stress experienced, according to the findings from this study. With a coefficient value of $\beta = 0.068$ ($p = 0.048$), it is clear that an increase in workload leads to an increase in work stress for these individuals. High workload increases psychological pressure and the time required to complete tasks, thus increasing employee stress levels. This result is supported by the findings of Ingusci et al. (2021) which shows that workload has a significant positive effect on job stress in remote workers. Kokoroko and Sanda (2019) also found a relationship between workload and stress levels in outpatient nurses.

The results of the analysis show that income suitability has no significant effect on job stress with a coefficient value of $\beta = -0.002$ ($p = 0.945$). This means that the income employees receive does not have a meaningful influence on their work stress levels. Other factors such as work environment, flexibility of working hours, and job satisfaction may be more instrumental in determining job stress levels than income. This result is consistent with several studies that show that income does not always have a significant effect on job stress. For example, Al Serhan and Houjeir (2020) found that compensation indicators had no significant effect on emotional exhaustion and depersonalization in university lecturers.

Job stress has a significant positive effect on job burnout with a coefficient value of $\beta = 0.620$ ($p = 0.009$), indicating that the higher the level of perceived job stress, the higher

the level of job burnout of Ministry of Religious Affairs employees in South Papua Province. Prolonged stress causes physical and emotional exhaustion, decreases productivity and increases absenteeism. These results are supported by the findings of Florenta (2022) which show that job stress has a significant positive effect on bank employee burnout. Kloutsiniotis et al. (2022) also found that financial-related stress, anxiety, and loneliness had a significant effect on job burnout in hotel employees.

Leadership style has a significant negative effect on job burnout with a coefficient value of $\beta = -0.479$ ($p = 0.037$), indicating that the better the leadership style applied, the lower the job burnout of employees of the Ministry of Religious Affairs in South Papua Province. Good leadership provides support and recognition of individual contributions, increases employee satisfaction and loyalty, and reduces work pressure and interpersonal conflict. These results are in line with Parveen and Adeinat (2019) which found that leadership style has a significant negative effect on bank employee burnout. Kloutsiniotis (2022) also found that transformational leadership has a significant negative effect on job burnout in hotel employees.

Workload has a significant positive effect on job burnout with a coefficient value of $\beta = 0.226$ ($p = 0.000$). This indicates that the higher the perceived workload, the higher the level of job burnout of employees of the Ministry of Religious Affairs in South Papua Province. High workload adds psychological and physical pressure, increasing the level of stress and employee burnout. The results of the study are supported by the findings of Ahmad and Rochimah (2021) which show that workload has a significant positive effect on teacher burnout.

Wijaya and Prastuti (2020) also found that workload has a significant positive effect on job burnout. In addition, the results of the structural model evaluation show that the effect of workload on job burnout not only occurs directly but also through job stress. Job stress has a significant partial mediation effect, indicating that part of the relationship between workload and job burnout is mediated by job stress.

Income suitability has no significant effect on job burnout with a coefficient value of $\beta = -0.052$ ($p = 0.055$). This suggests that the income employees receive has no meaningful influence on their level of job burnout. Other factors such as flexible working hours, safe working environment, and job satisfaction may play a greater role in determining the level of job burnout than income. This result is supported by the findings of Al Serhan and Houjeir (2020) which showed that compensation indicators had no significant effect on emotional

exhaustion and depersonalization in university lecturers. However, these findings differ from studies showing that low income can increase job burnout (Larson et al., 2020; Verduzco-Gutierrez et al., 2021).

CONCLUSION

The findings from this research suggest that the leadership style plays a crucial role in affecting the levels of job stress and burnout experienced by employees working for the Ministry of Religious Affairs in South Papua Province. A good leadership style, especially one that reflects idealized influence and intellectual stimulation, can reduce work stress and job burnout. High workload was also found to increase job stress and burnout, suggesting the importance of effective workload management. Although income suitability did not have a significant effect on job stress or burnout, factors such as a safe work environment and job satisfaction may play more of a role. Job stress served as a partial mediator in the relationships between leadership style and job burnout, as well as between workload and job burnout, confirming the importance of stress management to improve employee well-being and performance. This research findings back up the idea that effective transformational leadership and efficient workload management have the potential to decrease stress and job burnout, providing valuable insights into the field of human resource management within the specific setting of local government, especially in regions like South Papua, which face their own unique obstacles.

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