

Resilience Against Workload Pressures and Work Deadlines for State Civil Apparatus in Badung Regency

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ABSTRACT

Workload Pressure and Employee Deadlines pose various kinds of challenges and demands from both individual external and individual internal sides. So that individuals experience symptoms of burnout or stress that have an impact on significantly reducing productivity in a company or agency. The onset of burnout or stress symptoms can be minimized or reduced by using appropriate stress coping or regulatory strategies, one strategy that can be used is to use emotion regulation strategies. This study aims to determine the efforts made by ASN Employees at the Regional Secretariat of Badung Regency in surviving the pressure of the deadline workload given and to determine the efforts made by the Regional Secretariat of Badung Regency in order to find out in depth the experience of informants and documentation. The informant determination technique in this study used purposive sampling with a total of 8 informants. Data analysis techniques using the help of NVivo 14 plus software. The results showed that the Regional Secretariat of Badung Regency, especially in the Field of Planning and Finance, some employees experienced symptoms of Burnout Syndrome and Stress due to workload and work deadlines, and needed to be overcome with emotional regulation.

Keywords: Burnout, Emotion Regulation, Work Performance, Work Stress.



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INTRODUCTION

Currently, the impact of globalization and information technology is increasingly being felt by all levels of life in the world's society. The intended impact is increased human activity and mobility at the national, regional and global levels. Increasing human activity and mobility gives rise to various complex needs, problems and life challenges. Human resources are one of the important factors in a company or agency to achieve its goals and objectives, because human resources are one of the determining factors for the success or failure of a company in achieving its goals. Badung Regency is one of the districts in Bali Province which has a Regional Secretariat whose function is to assist regional heads in formulating policies and coordinating regional services and regional technical institutions. The appointment of acting regional or city secretaries is not the

authority of the Regent or Mayor but rather the authority of the Governor as regulated in Article 2 paragraph (2) letter b (Regulation of the Minister of Home Affairs of the Republic of Indonesia Number 91 of 2019) concerning the Appointment of Acting Regional Secretaries. Likewise, in selecting regional employees, regional governments always strive to obtain employees who have abilities in accordance with the needs of the organization or agency so that their duties and work can be carried out well. The Badung Regency Regional Secretariat was formed with the aim of assisting the Regent in formulating policies and coordinating administration regarding the implementation of duties and services of the Regional Apparatus as regulated in Regional Regulation of Badung Regency Number 7 of 2008) and job descriptions regulated in Regulation of the Regent of Badung Number 38 of 2008).

From the job description above, it can be seen the responsibilities given to State Civil Apparatus (ASN) at the Badung Regency Regional Secretariat where employees are always required to be ready professionally, academically and also morally, employees or State Civil Apparatus as administrators of government, development, development, empowerment and service. to the community that must be managed properly and correctly. So, it is hoped that employees can complete tasks according to predetermined deadlines, which sometimes can change at any time depending on conditions in the field. This is what makes ASN employees at the Badung Regency Regional Secretariat sometimes unconsciously experience several symptoms related to feelings such as anxiety, emotions, or irregular stress when work piles up and work deadlines are demanded.

Based on observations and initial interviews during pre-research to 8 informants who were civil servants in Bandung Regency. It was found that the service task carried out can cause work stress caused by changing deadlines when completing tasks. This is what makes civil servants in the Regional Secretariat of Badung Regency sometimes unconsciously experience some symptoms related to feelings such as, anxiety, emotions, or stress that is less regular when piling up work and demanding work deadlines. Based on observations and initial interviews during pre-research, there were several ASN employees who were not able to be resilient in controlling feelings of panic, emotions and stress in working with short deadlines which would later impact comfort and performance at the Badung Regency Regional Secretariat. It can be said that in general, company management that is aware of the importance of mental health in the work environment will fundamentally improve the health, productivity and performance of employees in that agency. According to (Reivich & Shatte, 2003), resilience is an individual's ability to overcome and increase one's resilience to stressful situations such as job loss, failure in social relationships, and even trauma that occurs in one's life. (Reivich & Shatte, 2003) mentions seven factors that can form resilience, namely: (a) Emotion regulation, the ability of each individual to remain calm even under conditions that stress his life; (b) Impulsive control, individual ability to control strong impulses/drives; (c) Optimism, having hope and believing that their lives can change for the better; (d) Causal analysis, an individual's ability to accurately identify the causes of the problems they are facing in life; (e) Empathy, the individual's ability to recognize psychological or emotional signs/signals shown by others; (f) Self Efficacy, describes a person's belief that the individual can solve the problems he is experiencing and a person's belief in his ability to achieve success; (g) Reaching Out, one's ability to achieve success.

In the research conducted (Aminah & Evita Santi, 2019) entitled: Resilience to Job Pressure on Construction Company Field Staff in Surabaya stated that interviews were conducted with reference to 7 resilience factors, namely: emotional regulation, impulse control, empathy, optimism, causal analysis, self-efficacy and reaching-out. The results showed that the participants in this study had resilience, especially in terms of emotional regulation, causal analysis, and empathy. However, participants are still unable to control impulses in the project, then they are less optimistic in completing work due to many factors that affect the running of a project, one of which is material. Participants also lacked self-efficacy and future self-achievement. In addition, the research written by (Tampombebu & Wijono, 2022) is entitled: Resilience and Work Stress in

Employees Working During the Covid-19 Pandemic. Stating Out of the 8 employees there were 3 people who said they tried hard to keep working with enthusiasm and enthusiasm. While the other 2 people explained that they still feel comfortable working even though their income has decreased slightly because the situation with the development of Covid-19 is still unclear. Meanwhile, 3 other people feel anxious, and sometimes find it difficult to concentrate at work because they think there is a possibility that they will have to be furloughed in the near future. On the basis of some of these phenomena, the authors suspect that there is a possibility that they experience work stress.

In previous research studies that have been conducted as mentioned Muslim, 2020, and Putri & Susiarini, 2023), there are inconsistent results between one study and another related to work pressure and work completion deadlines. Previous research was conducted during the Covid-19 Pandemic or on non-civil servant field workers, where in the study, the salary received was one of the factors causing work stress and the Covid-19 pandemic as one of the obstacles in completing work deadlines properly. This study also provides an affirmation of the ability of civil servants to survive work pressures and work deadlines experienced, besides that the results of the study also answer how civil servants in the Regional Secretariat of Badung Regency can minimize the impact of work pressure and work deadlines experienced. Based on the phenomena described above, workload pressure related to work deadlines has a different effect on each individual, such as anxiety, panic, emotions, and stress at work. Resilience in each individual is very designated in this phenomenon. So that researchers are interested in analyzing resilience to workload pressure and job deadlines for employees of the Badung Regency regional secretariat. The purpose of this study was to find out the efforts made by ASN employees at the District Secretariat. Badung in surviving the pressure of the given deadline workload and to find out the efforts made by the District Secretariat. Badung to be able to minimize the impact of workload pressure and work deadlines.

METHODS

This research uses qualitative research and a phenomenological approach. This research attempts to understand the conditions of a phenomenon context by leading to a detailed description related to workload pressures and work deadlines from various accompanying aspects. The phenomenology approach in (Hutagalung et al., 2021) is defined as a research approach that attempts to describe the essence of a phenomenon by exploring it from the perspective of those who have experienced it. So this method tries to find an understanding of how humans construct meaning and important concepts, within the framework of intersubjectivity. The research focus of phenomenological studies is as follows: Experience, Feelings, and Meaning. This research was conducted at the District Regional Secretariat. Badung with eight informants taken based on purposive sampling, with the fact that the informant is an ASN at the Regional Secretariat of Badung Regency and has the competence to explain the problems in this study and consisting of 6 ASN employees of the District Regional Secretariat. Badung and 2 psychologists.

Data collection in this research was carried out by means of in-depth interviews with informants and combined with researcher observations in the field and analyzing existing documents on the research object. Data analysis in this research uses a Content Analysis approach. Content analysis is an analysis that relies on codes found in a recording text during interviews conducted with subjects in the field. Content analysis can be used in both quantitative and qualitative approaches to conducting analysis (Shauki, 2018). Data analysis in this research used the QSR NVivo 14 Plus software because the very rich qualitative research data came from various sources with varied data collection techniques. Apart from that, one of the basic things that every qualitative researcher needs to pay attention to is how to measure the accuracy or consistency of qualitative research.

Data analysis using NVivo 14 Plus software was used to help code the data and form main categories according to the data source (Bandur, 2019). Coding uses thematic coding or pattern

coding, giving labels to the text and categorizing information according to the main topic. The second stage of coding uses theories and concepts, the results of the coding analysis are used as a guide for the third stage of analyzing coherence between locations (characteristics, internal support and external support), situational knowledge and division of labor (productive and reproductive roles) related to the implementation of the e-procurement system in the Badung Regional Government, to determine the level of reliability in this research, researchers can use the QSR NVivo 14 software in the Coding Comparison Query feature (Muhtarom et al., 2017).

RESULTS AND DISCUSSION

A study at the Badung Regency Regional Secretariat, seen from the results of interviews, can be concluded that employees experience feelings of anxiety, fatigue and panic at work due to work deadlines and directive increases in workload. From the perspective of the Head of the Reporting Department and the Head of the Treasury Department, they are of the opinion that they try to always build togetherness with employees and always try to find solutions to difficult work and support each other so that all work is completed as planned and balanced with joking around. small so as not to be too tense at work.

Apart from the Head of the Reporting Department and the Head of the Treasury Department, the employees who became informants have ambitious characteristics seen from their totality in completing the work they complete quickly and precisely and always trying to produce the best work results for the leadership and Regional Secretariat of Badung Regency. During the interview session, the employees were very enthusiastic about answering all the questions asked by the researcher.

From the statement of one of the employees conveyed by informant Mrs. has been determined, as described:

" My feelings while working in this section, I am happy because I also really like fields related to finance, by working here I can continue to hone my skills in this field, I was assigned to the tax reporting section, where we know that completing tax reports is mandatory. to be on time, whereas in certain periods of time there are a lot of tax payments that overflow, that's where I feel at a loss and often feel anxious. because we work in the planning and finance sector where the main demands are speed and accuracy in doing the work, because if we are not fast and precise the parts will automatically slow down too. However, to overcome fatigue, I usually go-food the food I want to change my mood at work, maybe if I work overtime, I usually also go-food my favorite coffee."

This of course makes employees feel afraid and anxious due to the surge in files that must be completed immediately. This fear and anxiety include symptoms of burnout syndrome due to the workload experienced indirectly by employees. Based on the definition, burnout refers to a long-term state of physical, emotional and mental exhaustion when involved in a demanding work situation (Ifa, 2019). In overcoming Burnout Syndrome at work, indirectly, without realizing it, Mrs. Based on the definition, emotional regulation is the ability a person has to assess, overcome, manage and express appropriate emotions to achieve emotional balance (Gross & John, 2003).

Based on the results of coding with Nvivo 14 Plus software, the results of the discussion from the resource person were obtained which are described in a diagram as below:

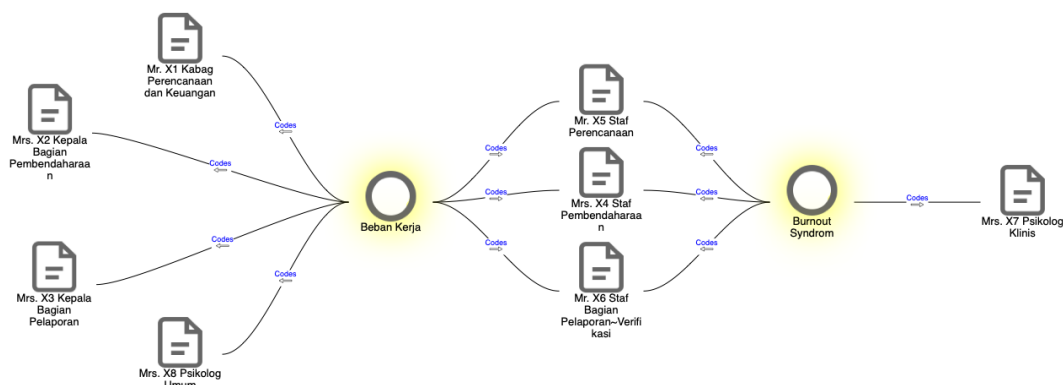


Figure 1. Code Comparison between Workload vs Burnout System Nodes

Source: output Nvivo 14 Plus

Based on the data code above, it can be explained that the informant Mrs. X4, Mr. X5 and Mr. X6 experiences Burnout syndrome due to workload. Meanwhile Mr. X1, Mrs. X2, and Mrs. X3 of course experiences workload as well, but does not experience Burnout syndrome where they as heads of each field always help staff or employees to regulate themselves so they don't get too immersed in the symptoms of Burnout syndrome, as one of the department heads said, who said

"In response to the stress or anxiety experienced by my employees, I try to create a more pleasant work atmosphere, for example by turning again which is soft and can increase morale, besides that I also try to integrate and blend in with other staff so that there is no longer a staff barrier with the section head. This is done so that the working atmosphere becomes more relaxed, comfortable and builds an atmosphere of togetherness, that the workload can feel light if faced together, and helps each other neutralize the working atmosphere by building togetherness with employees, no barriers between superiors and subordinates, always trying to find solutions to difficult work, and supporting each other."

Apart from that, the informants supporting Mrs. X7 and Mrs. X8 he gave the same opinion about the meaning of Burnout Syndrome due to the workload experienced by the District Secretariat Employees. Badung.

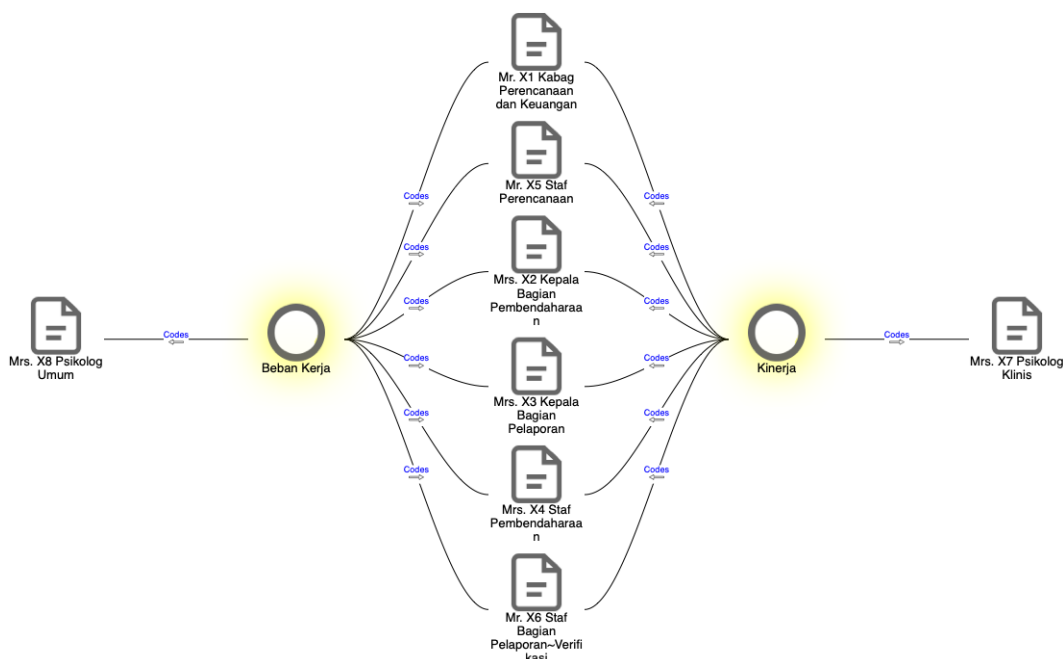


Figure 2. Code Comparison between Workload vs Work PerformanceNodes

Source: output Nvivo 14 Plus

Based on the data code above, it can be explained that the informant Mr. X1, Mrs. X2, Mrs. X4, Mrs. X3, Mr. X5 and Mr. X6 certainly experiences their respective workloads on the jobdesk that has been given which of course has an influence on their performance. As explained by informants supporting Mrs. X7 and Mrs.X8 explained

"If the individual realizes that the stress or workload they are experiencing can cause a decrease in performance, it is important for the individual to manage stress or workload properly, such as being able to focus on work with adequate rest. because if the demands that come are perceived as something which can improve themselves or as a challenge, then the individual himself will focus on solutions or problem solving. However, if the individual himself views work demands as a threat, then it is important for the individual to understand the source of stress and also carry out good emotional regulation and good stress coping. Good."

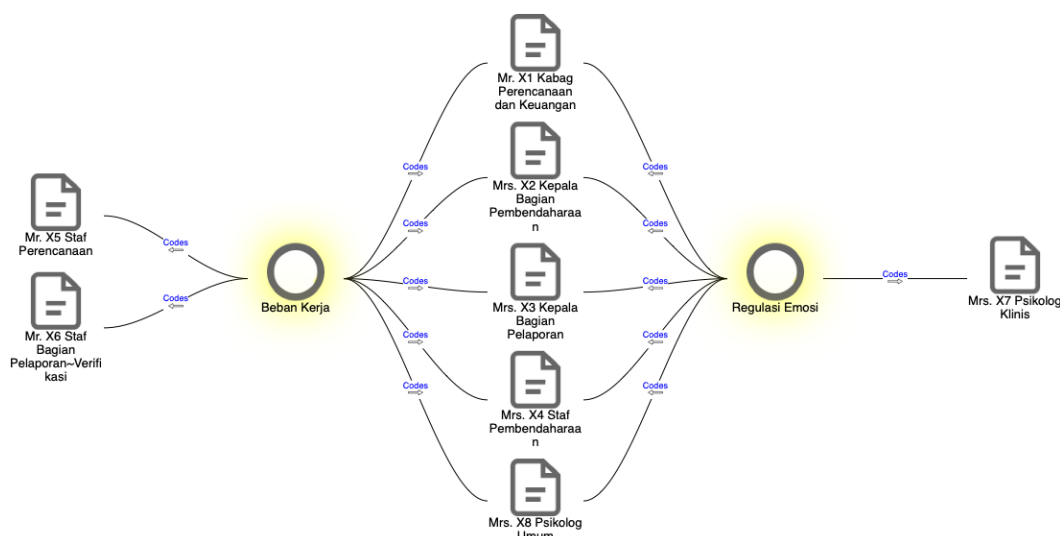


Figure 3. Code Comparison between Workload vs Emotion Regulation Nodes

Source: output Nvivo 14 Plus

Based on the data code above, it can be explained that the informant Mr. X5 and Mr. X6 experiences workload but is unable to regulate his emotions within himself. While the informant Mr. X1, Mrs. X2, Mrs. X3 and Mrs. X4 has been able to regulate his emotions within himself. In addition, Mrs. Assistant Informant. X7 and Mrs. X8 also helps provide an explanation of how to regulate your emotions, among them by taking an individual approach, dividing the workload not only on one staff, and trying to make the work atmosphere more comfortable by listening to music, due to the workload you are experiencing (Afif, 2020, and Julianti, 2021).

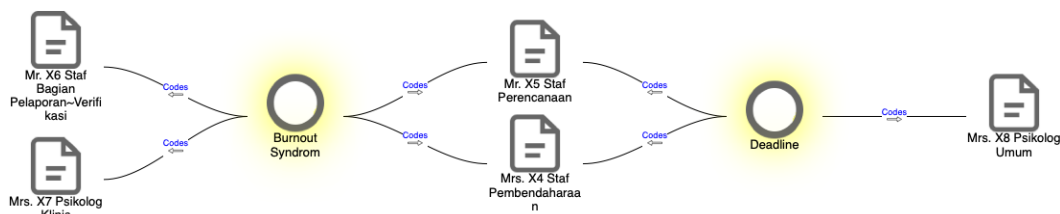


Figure 4. Code Comparison between Burnout System vs Work Deadline Nodes

Source: output Nvivo 14 Plus

Based on the data code above, it can be explained that the informant Mrs. X4 and Mr. X5 experiences symptoms of Burnout Syndrome due to work deadlines, while Mr. X6 only experiences Burnout syndrome but not from work deadlines. Mrs. X7 and Mrs. X8 as a supporting informant also provides an explanation of the symptoms of burnout syndrome resulting from work deadlines and provides input regarding this matter. The role of clinical and general psychologists in reducing the workload and deadline pressure felt by staff in the context of their work is critical in supporting individual mental wellbeing and productivity (Jane, (2017), Norhayati, (2021), and Retnowati et al., (2020). It is important to know that the roles of clinical and general psychologists in handling high workloads and deadlines complement each other. Clinical psychologists can support individuals with more serious mental health issues, while general psychologists can help prevent stress and support staff in general. By working together, these two types of psychologists can generate comprehensive and sustainable solutions to reduce the workload felt by staff (Siagian et al., 2021, and (Aminah & Santi, 2020).

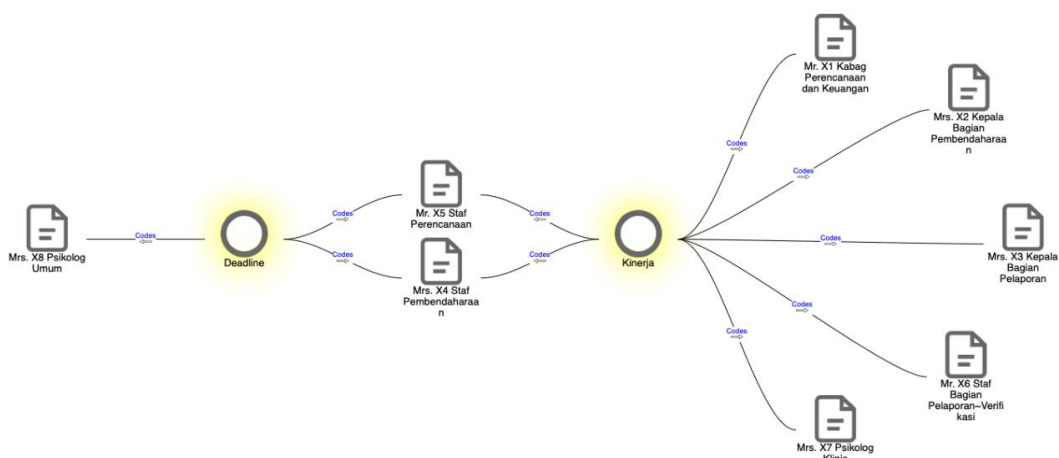


Figure 5. Code Comparison between Work Deadline vs Work Performance Nodes

Source: output Nvivo 14 Plus

Based on the data code above, it can be explained that the informant Mrs. X4 and Mr. X5 shared information or experiences which explained that by default deadlines also had an influence on performance. Likewise explained by Mr. X1, Mrs. X2, Mrs. X3 and Mr. X6. This is also supported by the explanation from the supporting informants, namely Mrs. X7 and Mrs. X8 as a psychology expert.

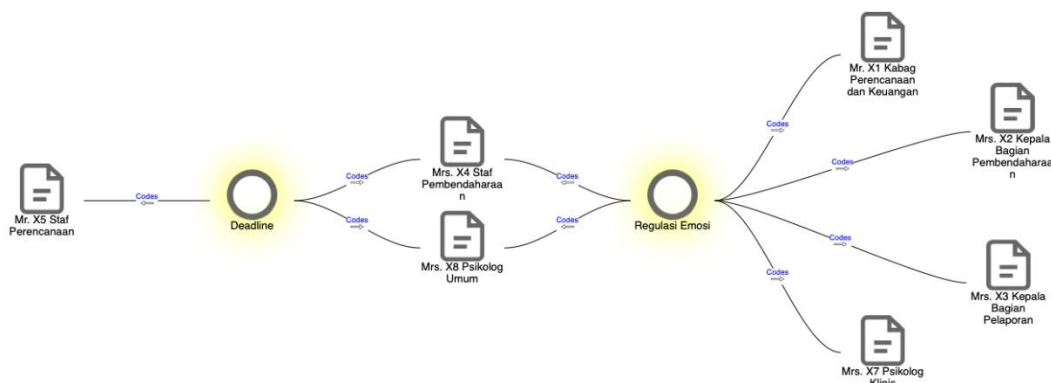


Figure 6. Code Comparison between Work Deadline vs Emotion Regulation Nodes

Source: output Nvivo 14 Plus

Based on the data code above, it can be explained that the informant Mr. X5 has not been able to regulate emotions related to work deadlines, while Mrs. X4 has been able to regulate emotions within itself. In terms of regulating the emotions of Mr.X1, Mrs.X2 and Mrs. X3 as the head of the section also helps the staff to regulate emotions. as for what one of the field heads said

"Panic, emotion, stress must be experienced by every employee, but I try to help control this by chatting or asking if there is work that is complicated or difficult to do, discussing everything related to work and balanced with jokes small so as not to be too tense at work"

In addition, as for Mrs. assistant informant. X7 and Mrs. X8 which provides an explanation of Emotion Regulation and provides how to regulate emotions within each individual

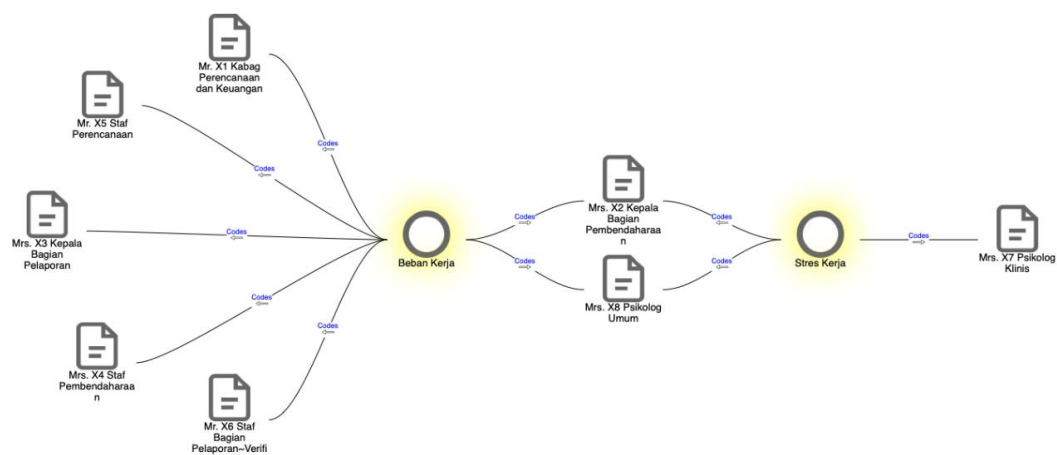


Figure 7. Code Comparison between Workload vs Work Stress Nodes

Source: output Nvivo 14 Plus

Based on the data code above, it can be explained that the informant Mrs. X2 and Supporting Informant Mrs. X7 and Mrs. X8 provides an explanation regarding Work Load which will of course cause Job Stress, as felt by Informant Mrs. X4, Mr. X5 and Mr. X6. Furthermore, related to Work Load, it was also discussed by Mr. X1 and Mrs. X3 which of them said that

"Because we work in the reporting/data verification section, of course this section requires more accuracy in checking the data that will be sent to the center so that there are no delays. This is something that often happens here (usually at the end of the year), because there are so many "data must be checked carefully before being sent and deadlines are overtaken. Sometimes in this situation employees of course subconsciously experience stress or anxiety."

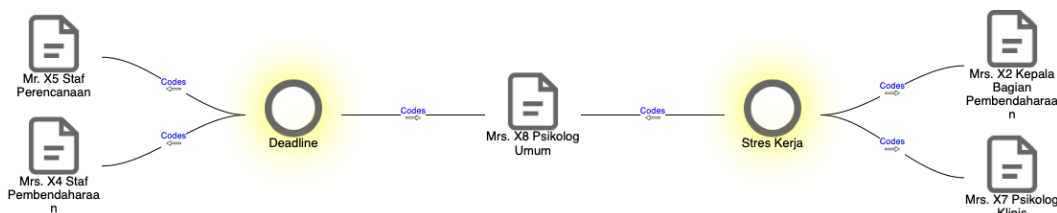


Figure 8. Code Comparison Work Deadline vs Work Stress Nodes

Source: output Nvivo 14 Plus

Based on the data code above, it can be explained that the informant Mrs. X4 and Mr. X5 provided information or experience regarding the work deadlines they experienced and provided understanding from the explanation by Mrs. X2 and supporting informant Mrs. X7 and Mrs. X8 is that if there is a sudden or immediate deadline, it will certainly cause work stress in employees.

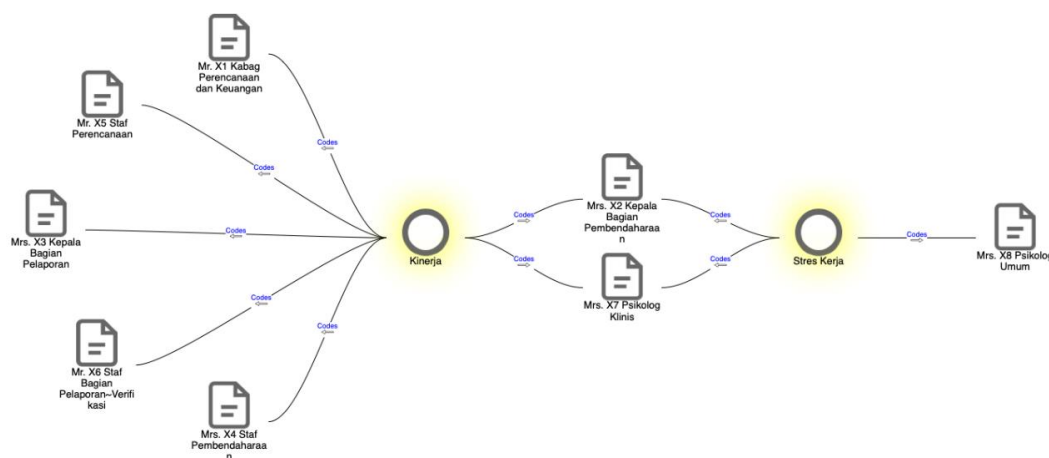


Figure 9. Code Comparison between Work Performance vs Work Stress Nodes

Source: output Nvivo 14 Plus

Based on the data code above, it can be explained that the informant Mrs. X2 and Supporting Informant Mrs. X7 and Mrs. X8 gave an explanation regarding Job Stress which would certainly affect performance, as felt by the informant Mrs. X4, Mr. X5 and Mr. X6. Furthermore, related to performance was also discussed by Mr. X1 and Mrs. X3 which of them said that

"If we look at it as a whole, the performance that has been prepared and targeted has been implemented well. We can say that the performance of the employees, especially in this area, is quite good as planned at the beginning, even though there are several obstacles."

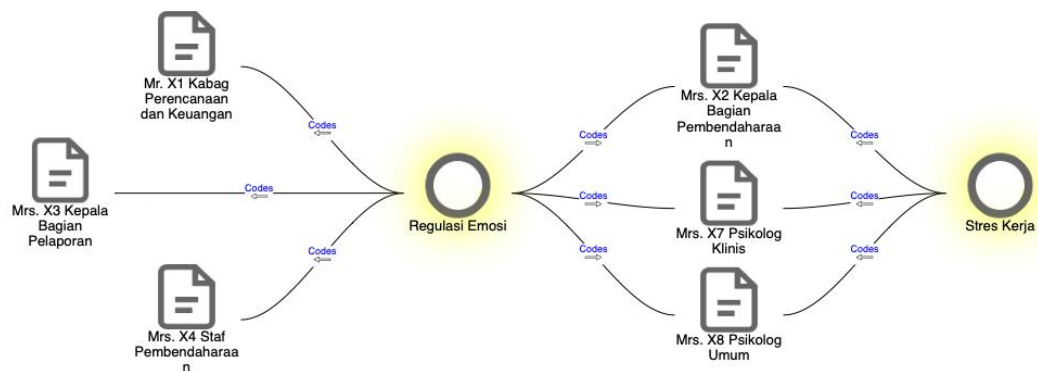


Figure 10. Code Comparison between Emotion Regulation vs Work Stress Nodes

Source: output Nvivo 14 Plus

Based on the data code above, it can be explained that the informant Mr. X1, Mrs. X3 and Mrs. X4 has been able to regulate emotions experienced both personally and help others to regulate workloads and work deadlines. Meanwhile, not with work stress, but with work stress itself, Mrs. X2 As Head of Department is able to provide understanding regarding regulating emotions among staff or employees in the treasury room. In addition, as for the supporting informants, Mrs. X7 and Mrs. X8 in this case also provides suggestions or efforts to regulate oneself when experiencing stress.

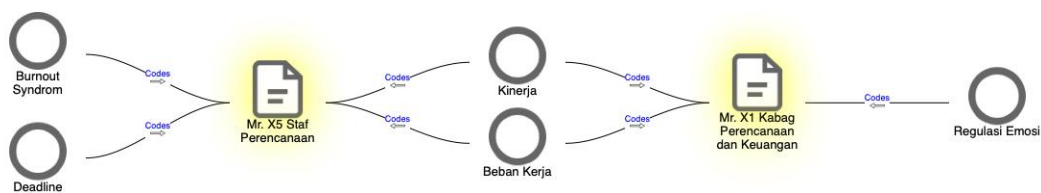


Figure 11. Person's Statement Comparison between Mr.X5 vs Mr.X1

Source: output Nvivo 14 Plus

Based on the data code above, the informant Mr. Dr. X5 is to provide support, be loyal, and provide several tips to regulate feelings without reducing professionalism. So that the performance of employees, especially Mr. X5, does not decrease and shows good results.

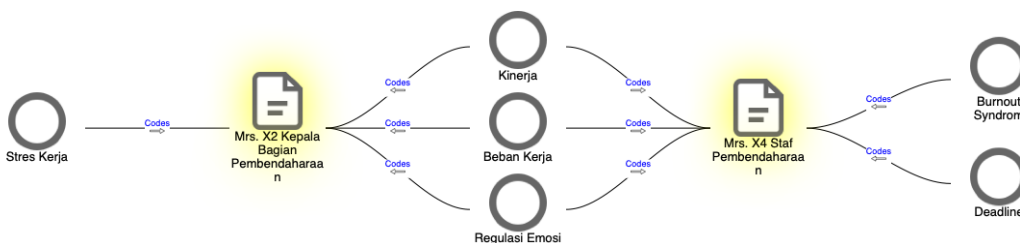


Figure 12. Person's Statement Comparison between Mr.X2 vs Mr.X4

Source: output Nvivo 14 Plus

Based on the code data above, it can be explained that the informant Mrs. Dr. Including the employees in the room, one of whom was Mrs. X4 experienced burnout syndrome due to work deadlines, but he was able to regulate himself so that Mrs. The X4 remains well as planned.

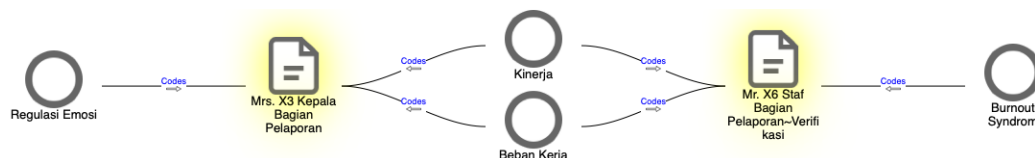


Figure 13. Person's Statement Comparison between Mr.X3 vs Mr.X6

Source: output Nvivo 14 Plus

Based on the data code above, the informant Mr. X3 as Head of the Reporting Department explains the efforts made if employees experience complaints related to workload, work deadlines or stress. one of which was experienced by Mr. X6 is by providing support, being loyal, and providing several tips to regulate feelings without reducing professionalism. So that the performance of employees, especially Mr X6, does not decline and shows good results. The results of this study are in line with previous research conducted by Meliana & Purwanto, (2022), and Putri, (2017) that good communication, especially in dealing with work stress, will make work results better

CONCLUSION

This study aims to see how resilience to work stress and work deadlines provides understanding and benefits that an employee / staff with psychological resilience is the ability to overcome the crisis mentally and emotionally, or to return to the status before the crisis quickly, this will provide benefits how a psychologist in the company can provide assistance appropriately and quickly to employees in order to survive in Work stress and very tight work deadlines. Based on the results of

the study it can be seen that employees at the Regional Secretariat of Badung Regency, especially in the Planning and Finance Sector, some employees experience feelings of anxiety, fatigue, insomnia, or stress due to workload and work deadlines. These symptoms are included in the symptoms of Burnout Syndrome and Stress. While stress can be interpreted as a reaction given by the body due to the pressure that occurs in our daily activities, it can be from family problems, traffic, or the burden of the work itself according to psychologists who have been interviewed. However, in interviews that have been conducted with psychologists it can be said that efforts to overcome Burnout Syndrome and Stress due to workload and work deadlines can be done with Emotion Regulation. This was also unnoticed by the leaders of each section in their respective rooms at the Regional Secretariat of Badung Regency, especially in the Planning and Finance Section. This of course has answered this research regarding Resilience, Workload Pressure and Deadlines for Badung Regency Regional Secretariat Employees. The renewal of this research compared to previous studies has used more quantitative methods and no one has used emotion regulation as a solution/resilience but only focuses on healing and emotion focused coping.

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