

# The Effect of Work Discipline, Work Stress, and Burnout During the Covid-19 Pandemic on the Performance of Employees of the Badan Diklat BPK RI PKN

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## **Abstract**

*This research is a quantitative research that aims to determine whether there is an effect of work discipline, work stress, and burnout during the covid-19 pandemic on the performance of the Badan Diklat PKN BPK RI. In this research, the sample used was 100 people, where data collection was done through Google Form. The data that has been collected is then tested to determine the effect of partial (t-test) and Simultaneous (f-test) using software SPSS Version 25 2020 with a significance level of 5%. The test results show that: (1) Work Discipline has a significant effect on employee performance, (2) Work stress has a significant effect on employee performance, (3) Burnout has a significant effect on employee performance, (4) Work discipline, Job Stress, Burnout affect the performance of employees of Badan Diklat PKN BPK RI.*

**Keywords:** *Work Discipline; Work Stress; Burnout; Employee Performance*

## A. INTRODUCTION

In 2020, Indonesia will experience very serious health problems. This issue is the beginning of the spread of the corona virus or Covid19 (Coronavirus Disease 2019) which previously spread to various parts of the world. The corona virus that became a pandemic was called SARSCoV2 (Severe Acute Coronavirus Respiratory Syndrome).

Health issues due to the corona virus finally gave rise to the definition of a pandemic, namely a health issue in Indonesia, so the government made various efforts to prevent the spread of this virus, such as through social and physical distancing (controlling distance between humans).

The outbreak of the corona virus in Indonesia has forced the central and regional governments to take preventive measures to break the chain of transmission of this virus. One of them is by implementing Work From Home (WFH). This approach follows the assurances of the World Health Organization (WHO) through the official statement of the Director General of WHO Dr. Tedros Adhanom Ghebreyesus, made a statement on Thursday (3 December 2020) that the coronavirus is a global pandemic).

On March 15, 2020, responding to the President's call for a press conference at the Bogor Palace, West Java, all Indonesians worked, studied, and performed worship from home. These instructions automatically make the Indonesian people to change their lifestyle from what they usually do outside the home to only stay at home, this is done to maintain each other's health so as not to be exposed to the Covid-19 virus. Along with the president's instructions, the work activities of employees have changed by using the work from home (WFH) system. Over time, the implementation of work from home that was implemented to minimize the level of transmission of Covid-19 turned out to have a negative impact on employees and the effectiveness of companies/agencies.

In an interview that the author has conducted with the Head of the Human Resources Sub-Section of the Badan Diklat PKN BPK RI, he stated that during the COVID-19 pandemic, where workers did all work activities from home, it had an unfavorable impact for employees and for agencies. The statement submitted by the Head of the Human Resources Sub-Section of the Badan Diklat PKN BPK RI is supported by research conducted by Deny Kurniawan, et al. (2020) stated that based on research conducted, work discipline during the Covid-19 pandemic that has implemented the WFH/WFO work system has an effect on employee performance because discipline is the mentality and behavior of human resources that is no less important, on the grounds that the better the value of discipline, the better. High work performance to be achieved. Agencies or organizations without strict discipline will think that it is difficult to achieve the goals that have been set.

However, during the past one year, since the COVID-19 pandemic in Indonesia, where almost all companies/agencies/state institutions implemented a work from home or work from office system, it turned out to have an impact on the psychological and mental conditions of the workers, where the resulting impact namely work stress.

In interviews conducted by the author with a sample of employees of the Badan Diklat PKN BPK RI, it was found that 8 out of 10 people who were respondents in this interview answered that they experienced moderate stress, where 5 respondents stated that they experienced stress because they were afraid of being infected. Caused by Covid-19 which is known to cause death and has a fairly heavy workload because all work is done at home with inadequate facilities such as in the office. Meanwhile, 3 respondents stated that they only felt stress caused by a fairly heavy workload accompanied by incomplete facilities such as in the office. Then 2 other respondents stated that they live their lives as usual and do not experience stress as experienced by other respondents.

This interview is also in line with research conducted by Rinaldi Perdana (2020) which states that work from home workers experience symptoms of moderate stress due to excessive employee fatigue. Then employees also experience a lack of concentration in doing work and have difficulty sleeping due to too many work responsibilities and aspects of extending working time while working from home.

With the work stress experienced by employees, this will have an impact on the next stage, namely the occurrence of work burnout by most employees, where in interviews conducted by the author, it was found that 8 out of 10 who stated that they experienced stress experienced a phase of work burnout. The work burnout that occurs as a continuation phase of prolonged stress where they are afraid of contracting Covid-19 and the workload is getting heavier which then the respondents cannot do refreshing out of the house like what respondents did before the Covid-19 pandemic due to the closure of tourist attractions and malls.

The interview is considered in line with previous research conducted by Said Almaududi (2019) in his research stating that burnout experienced by employees can fundamentally affect the performance of a worker where this condition is a negative response that occurs in the workplace when

people experience prolonged stress.

Based on the explanation of the background that has been presented previously, the formulation of the problem for this research is as follows:

1. Does work discipline affect the performance of the Badan Diklat PKN BPK RI employees during the COVID-19 pandemic?
2. Does work stress affect the performance of the Badan Diklat PKN BPK RI employees during the COVID-19 pandemic?
3. Does burnout affect the performance of the Badan Diklat PKN BPK RI employees during the COVID-19 pandemic?
4. Is there a joint influence between work discipline, work stress, and burnout on the performance of the Badan Diklat PKN BPK RI employees during the COVID-19 pandemic?

Based on the formulation of the problem, the objectives of this study can be formulated as follows:

1. To find out whether the work discipline of Badan Diklat PKN BPK RI employees has an influence on their performance during the Covid-19 pandemic
2. To find out whether work stress experienced by Badan Diklat PKN BPK RI employees has an influence on their performance during the Covid-19 pandemic
3. To find out whether the burnout experienced by Badan Diklat PKN BPK RI employees has an influence on their performance during the Covid-19 pandemic
4. To find out whether there is a simultaneous influence between work discipline, work stress, and burnout on the performance of the Badan Diklat PKN BPK RI employees during the Covid-19 pandemic.

## **B. LITERATURE REVIEW**

### **1. Employee Performance**

Benardin and Rusel found that productivity is the result of performing certain job functions or holding certain positions for a certain period of time. The work carried out by employees is the result of the realization of skills, abilities and desires. Then, according to Rivai and Basri, performance is the result of general incentives over a certain period of time to complete tasks such as performance standards, goals or targets, or predetermined and mutually agreed standards.

If performance as a noun is associated with productivity, then the term productivity or performance is the acquisition of the work of an individual or group of people in a company to achieve its goals in accordance with the authorization and responsibility of each company. Pursuing organizational goals, does not violate the law, and does not conflict with morals and ethics.

Performance is always synonymous with human resources as the main capital of an organization or company to achieve the vision and mission that has been set previously. Activities created by members in the organization are adjusted to the rules that have been set by the organization. Furthermore, each organization responds to how these activities affect organizational achievement.

Siagian argues that salary, work atmosphere, work motivation, work discipline, organizational culture, job satisfaction, communication, leadership are things that are believed to have an influence on performance. Then, Donnelly argues that performance is achieving a predetermined goal by mobilizing all the capabilities possessed. Various factors that affect a person's performance, namely: achievement, efficiency, authorization, discipline and initiative.

### **2. Work Discipline**

Work discipline are two words that have different meanings. Therefore, if you want to explore in depth, you need to pay attention to these two words (Lijan Poltak 2016, p. 334). Experts have their respective opinions regarding the meaning of the discipline, namely as follows:

- a. According to Handoko, the impulse that arises from a person's desire to comply with a regulation/procedure that applies in an organization/institution is referred to as discipline.
- b. According to Heidjrachman and Husnan Discipline is a form of obeying instructions/orders and being proactive by individuals or groups in taking the necessary actions without any orders.
- c. According to Davis in Sinambela, the real form of management in solidifying and implementing organizational rules can be referred to as discipline

Referring to the three concepts above, work discipline is a form of compliance/implementation of a rule/order that has been set by the company carried out by employees in the company.

Then the second word is work, taken from the word "work". The definition of work based on the views of several experts is as follows:

- a. According to Taliziduhu Ndraha (in the book Lijan Poltak p. 335) Work is defined as an activity

carried out by a person in obtaining positive values from the activities carried out. Work is defined as the process of building or creating new values in a work unit, changing or adding values to a unit to meet existing needs.

- b. According to Muchdarsyah Sinungan (in the book Lijan Poltak p. 335) Work can be defined as an activity that generates incentives that come from the workplace/organization to meet the needs of life.

Based on the theoretical description above, work discipline is an activity in a workplace/company that generates incentives to meet the needs of life, where in carrying out these activities there are regulations/orders that have been set by the company and must be obeyed by all employees in the company.

### **3. Work Stress**

According to Karima (in Antonius Rino's book p. 37) suggests that work stress is a condition that arises because of a mismatch between the responsibilities and abilities of a worker which results in work pressure by the individual which then affects his emotional state. Based on the results of research conducted by North western National Life, In the United States, 1 in 4 workers believe that work is the most important source of stress from any other activity they have experienced. Rising job demands are forcing workers to move fast.

Mangkunegara gives the view that work stress is defined as a tendency to inhibit or limit the work of employees because of a pressure. Job stress is a state of stress that can cause physical and mental imbalances, which affect the feelings, opinions, and status of employees.

### **4. Burnout**

Moorhead dan Griffin (buku Gusti Yuli Asih, hlm. 46) argues that burnout is fatigue due to constant stress that makes employees hesitant to go to work in the morning, it may take longer, but they do less work than before and tend to be mentally and physically exhausted.

Dessler defines burnout as a result of excessive and unrealistic work given by the organization to its employees in order to achieve the goals set, which then have an impact on the physical and mental state of employees, becoming burnout. Then Ivancevich, et al, argue that Burnout is a mental cycle that is triggered by unavoidable work pressure, which leads to feelings of emotional exhaustion, personality changes, and decreased productivity. Burnout is usually a particular problem for employees whose positions require a lot of information communication or who are accountable to others.

Furthermore, Felix and Eva argue that Burnout is a negative mental state that is constantly associated with work in normal people, mainly manifested as fatigue, accompanied by problems, decreased skills, decreased inspiration, mental progress, and abnormal work.

### **Previous Research**

1. A previous study conducted by Titik Astuti entitled "Pengaruh Disiplin Dan Stres Kerja Terhadap Kinerja Pegawai Sfa Resto Karanganyar". This study aims "to determine the effect of work discipline on employee performance at SFA Resto Karanganyar, to determine the effect of work stress on employee performance at SFA Resto Karanganyar, to determine the most dominant variable between work discipline and work stress on employee performance at SFA Resto Karanganyar. " In conducting this study, the population used were employees who worked at SFA Resto Karanganyar, amounting to 110 employees.  
The results of the examination of the variables "discipline" and "work stress" have a significant positive effect on employee performance, as indicated by a significance value. Therefore, this study found that work discipline and work pressure have a significant effect on productivity. Employees at SFA Resto Karanganyar.
2. Then in the research conducted by Tri Wartono with the title "Pengaruh Stres Kerja Terhadap Kinerja Pegawai" with the object of research being 35 employees of Mother And Baby Magazine. In this study, qualitative techniques were carried out on the data presented in the form of descriptions obtained in interviews, and the data in the questionnaire (questionnaire) were evaluated quantitatively. In this study the results obtained that Ho is rejected and Ha is accepted, then the hypothesis of work stress can be accepted with a significant effect of work stress on performance.
3. Then the research conducted by Dr. Zhang Xiaomeng with the title "Psychological resilience before and after work resumption during Covid-19" provided research results that before and after resuming work, a sample of highly loyal workers had moderate stress levels overall. The main stresses experienced by our respondents during the survey period were epidemics, finances, and work intensity. Therefore, the employees who became the object of this study stated that the stress experienced by employees after the lockdown policy during the COVID-19 pandemic had an effect on their concentration when they returned to work.
4. Research conducted by I Gede Riana, et al. with the title "Managing Work-Family Conflict and Work Stress through Job Satisfaction and Its Impact on Employee Performance" where the object of this research is the Bali-Penida River Basin Center, Directorate General of Water Resources, Ministry of

- Public Works and Public Housing (PUPR), Bali . The population in this study were female employees with criteria who were married to the State Civil Apparatus with a sample of 46 people. In this study, it was found that work stress had a negative effect on employee performance but not significantly.
5. Research conducted by Yu De Dai, et al. With the title "Work engagement or job burnout? Psychological ownership amongst the employees of international tourist hotels" where the object of this research is the employees of eight five-star hotels in the cities of Taiwan and Xiamen and Quanzhou, China with a total of 600 respondents.  
Based on the results of the study, it was found that the work saturation experienced by respondents who were hotel employees had no effect on their performance. The respondents rated more on the prevention of boredom by increasing their involvement in work.
  6. Research conducted by Mohammad Bagher Gorji with the title "The Effect of Job Burnout Dimension on Employees" where the object of research is the employee of Bank Mellat in Golestan Province in Iran. In this study it was found that through Cronbach's alpha for the standard problem questionnaire was 0.78 and for the relationship between work burnout and employee performance was 0.89. Data analysis using Spearman correlation coefficient test.  
Based on the calculation results, it is concluded that work burnout that occurs in Bank Mellat employees has a significant influence on employee performance which causes employee performance to decrease as a result of more work.
  7. Research conducted by Hasmah et al. with the title "Pengaruh Disiplin dan Stres Terhadap Kinerja Karyawan Pada PT. Pandu Siwi Sentosa di Kabupaten Kutai Timur" the purpose of this study: to determine the effect of discipline and stress together on employee performance at PT. Pandu Siwi Sentosa Sangatta in East Kutai Regency.  
In knowing the effect of discipline and stress partially on the performance of employees of PT. Pandu Siwi Sentosa Sangatta, East Kutai Regency, 46 interviewees participated in this study, they stated that discipline and stress in working together greatly affect their performance/productivity.
  8. Then the research conducted by Said Almaududi with the title "Pengaruh Kejenuhan Kerja (Burnout) Terhadap Kinerja Karyawan Bagian Operator Di PT PLN (Persero) Unit Pelaksana Pengendalian Pembangkit Jambi Unit Layanan Pusat Listrik Payo Selincah" there is a significant positive effect of burnout (saturation) on employee performance PT PLN Persero Unit Pengendalian Pembangkit Jambi
  9. Furthermore, the research conducted by Sarwani with the title "The Effect Of Work Discipline And Work Environment On The Performance Of Employees" where in this study the results of the second hypothesis test showed that work discipline had a positive effect on the performance of employees of PT Ardian Putra Mandiri Sidoarjo with 127 respondents. person.  
This study shows that there is a significant positive effect of work discipline on employee performance through punctuality instruments, neatness of clothes, working effectively and efficiently, the work produced is satisfactory, following the specified SOP, and responsibility.
  10. In a study conducted by Bryan Filliantoni et al, in his research entitled "The Influence of Work Discipline and Work Stress on Employee Performance Through Mediation of Job Satisfaction on Employees of Indomobil Nissan-Datsun Solobaru", which in this study uses Partial Least Square data analysis techniques. Based on respondents' answers in this study, it was found that work discipline had no effect on employee performance because employee discipline was caused by employee fear or concern about sanctions and fines, not because they wanted to improve performance.

## **C. RESEARCH METHODOLOGY**

### **1. Population**

According to Hardhani Population is a collection of objects consisting of people, animals, plants, objects, symptoms, events or test results that are used as sources of information in a study. Based on the definition of the population, in this study the object (population) is the employees of The Badan Diklat PKN BPK RI, a total of 167 employees with the classification of Structural Staff, Implementing Staff/Permanent Personnel, and Non-Permanent Personnel.

### **2. Sample**

The sample is a few selected people from the total population taken using a sampling technique (Hardani et al, p. 363). In this case the sample must truly reflect the actual condition of the population, which means that the results of the research taken are a description of the conditions experienced by the population as a whole.

To obtain accurate information about the research object selected by the author in this study, the author decided to adopt a purposive sampling method, which is to calculate the number of respondents according to the Slovin formula. The Slovin formula is as follows:

$$n = \frac{N}{1+N(e)^2}$$

n = sample size  
 N = population size  
 e = *standar error* (10%)

Based on the Slovin formula, the sample size is obtained as follows:

$$n = \frac{167}{1+167(0,1)^2}$$

$$n = 99,39$$

Based on these calculations, the results were 99.39 which were then rounded up, so that the number of samples in this study was 100 employees of the Badan Diklat PKN BPK RI.

### 3. Data collection technique

In this study, the authors use primary data, and the authors obtain data directly from the source. The most common primary data collection methods for quantitative research are through experiments and surveys. To obtain the primary data, the author will distribute a questionnaire in the form of a Google Form to obtain direct opinion data from a pre-selected sample about discipline, stress levels, and boredom.

In addition, secondary data is also used by the author, where the secondary data that the author uses is a literature study that comes from literature in various books and journals to be used as a theoretical basis for the author and the author also uses data on the assessment of work discipline of employees of the Badan Diklat PKN BPK RI to be used as a description of the phenomenon in this research.

### 4. Data analysis technique

Quantitative data analysis is a data processing technique used by the author, where quantitative data analysis is carried out by grouping data according to variables and types of respondents, tabulating data, plotting data for each variable of interest, analyzing calculations to answer questions, and hypothesis testing activities. In conducting quantitative data analysis there are measuring tools used as follows:

#### a. Descriptive Test

Sugiyono argues in his book that descriptive statistics are data analysis by providing an overview or describing the data obtained, not to draw conclusions or generalizations. This descriptive statistic has several sections that are used to present data, namely: tables, graphs, calculation of mode, median, mean (measurement of central tendency), and others.

#### b. Validity test

To measure the validity of the data, validity testing is used, which uses a questionnaire or instrument on whether the variable is appropriate. Validity test is used to determine whether the questionnaire is valid (Ghozali, 2014 p. 88). In testing the validity of an instrument, a requirement is needed, where the requirements are as follows:

1. If  $r \text{ count} > r \text{ table}$ , it shows that the data is valid
2. If  $r \text{ count} < r \text{ table}$ , it shows that the data is invalid

The validity test is used to compare the scores that have been obtained previously with the formula from the t table, to identify whether it is valid or not, using the Pearson product moment correlation formula is as follows:

$$r_{xy} = \frac{n \sum XY - (\sum X)(\sum Y)}{\sqrt{(n \sum X^2 - (\sum X)^2)(n \sum Y^2 - (\sum Y)^2)}}$$

Keterangan :

- $r_{xy}$  : Validity Coefficient  
 n : Number of samples  
 X : Comparison Value  
 Y : The value of the instrument whose validity will be sought

#### c. Reliability Test

The next process after testing the validity of the data is to do a reliability test. According to Ghozali in his book, he gives the view that "The reliability of an item can be measured by criteria, namely composite reliability and Cronbach alpha from the indicator block that measures the construct. An instrument can be assessed and declared reliable if the Cronbach alpha value is above 0.60." The basis for making decisions when using reliability tests are as follows:

1. If the Cronbach Alpha value is  $> 0.60$  then the questionnaire can be declared reliable.
2. If the Cronbach Alpha value  $< 0.60$  then the questionnaire can be declared unreliable.

#### d. Determination Coefficient Test (R<sup>2</sup>)

The magnitude of the R<sup>2</sup> value is in the range 0 to 1, if the coefficient value is less than 0 then the influence of the independent variable on the dependent variable is declared weak, but if the coefficient of determination is close to 1 then the influence of the independent variable on the dependent variable is declared to have a high/significant effect.

### 5. Hypothesis testing

#### a. T test (Partial)

The t-test is a measurement tool used to determine how certain independent variables affect the dependent variable. When doing this t-test, the author uses SPSS version 25 software to get accurate results. To determine the significant level of influence between the independent variable and the dependent variable, which in the end can be concluded whether H<sub>a</sub> is accepted or H<sub>0</sub> is rejected from the hypothesis that has been based on the following criteria:

- 1) If t-count > t-table, it means that H<sub>1</sub> is accepted and H<sub>0</sub> is rejected, meaning that the independent variable individually affects the dependent variable.
- 2) If t-count < t-table, it means that H<sub>0</sub> is accepted and H<sub>1</sub> is rejected, meaning that the independent variable individually does not affect the dependent variable.

The formula for finding t table, that is:

$$T \text{ tabel} = t (\alpha/2 ; n-k-1)$$

#### b. F test (simultaneous)

The F test conducted by this author is carried out through SPSS version 25 software where the degree of confidence used is 5% or 0.05 as the criteria for acceptance or rejection of the hypothesis which is stated as follows:

- a. Hypothesis (H<sub>0</sub>) is accepted and Hypothesis (H<sub>a</sub>) is rejected if f count < f table or significant value > 0.05
- b. Hypothesis (H<sub>0</sub>) is rejected and Hypothesis (H<sub>a</sub>) is accepted if f count > F table or significant value < 0.

## D. RESULTS AND DISCUSSION

### 1. Descriptive Test

#### Description of Research Data

Descriptive analysis is used to describe the answers and explanations of the questionnaire to the responses or statements of the answers that have been filled in by the respondents on the variable instrument. The previous variables were explained by several indicators and measured by a Likert scale with a score of 1-5. According to (Sugiyono, 2016 p. 80), in determining the length of class intervals using the formula, namely:

$$\begin{aligned} \text{Class Range} &= \frac{\text{highest value} - \text{lowest value}}{\text{Number of Classes}} \\ &= \frac{5-1}{5} \\ &= 0,8 \end{aligned}$$

So, from the calculations that have been carried out as above, a table is formulated of the class interval, namely:

Table 1. Class Interval Table

| score           | Description       |
|-----------------|-------------------|
| 1,00 < x ≤ 1,80 | Strongly Disagree |
| 1,80 < x ≤ 2,60 | Disagree          |
| 2,60 < x ≤ 3,40 | Doubtful          |
| 3,40 < x ≤ 4,20 | Agree             |
| 4,20 < x ≤ 5,00 | Strongly agree    |

Source: processed data

The interval table above is used as the basis for assigning values to each statement instrument. Based on the results of the study obtained data in a descriptive way as follows:

Tabel2. Descriptive answers of respondents Employee Performance Variables

| No | Statement                                           | Mean | N   |
|----|-----------------------------------------------------|------|-----|
| 1  | Pay attention to the quality of work                | 4,69 | 100 |
| 2  | The work done can meet the quantity                 | 4,68 | 100 |
| 3  | Have high initiative                                | 4,55 | 100 |
| 4  | Taking the initiative to carry out additional tasks | 4,25 | 100 |
| 5  | Be aware of mistakes in work                        | 4,71 | 100 |
| 6  | Uphold honesty                                      | 4,79 | 100 |
| 7  | Always open with superiors                          | 4,68 | 100 |
| 8  | Responsible for the work that has been assigned     | 4,78 | 100 |

Source: processed data

Based on table 2 above, respondents' responses regarding employee performance instruments are on average 4.64. When viewed from the respondents' answers, question 8 which is "Responsible for the work that has been assigned" obtains the highest average answer of 4.78. So that when matched using an interval table, it falls into the "strongly agree" category, this response means that the majority of respondents are considered to have good responsibility for the workload assigned by the work unit leader.

Table 3. Descriptive answers of respondents Work Discipline Variables

| No | Statement                                                           | Mean | N   |
|----|---------------------------------------------------------------------|------|-----|
| 9  | Perform attendance attendance in accordance with the specified time | 4,67 | 100 |
| 10 | Carry out Work From Office according to the specified schedule      | 4,61 | 100 |
| 11 | Doing work according to schedule                                    | 4,57 | 100 |
| 12 | Completing work by setting achievement targets                      | 4,53 | 100 |
| 13 | Respect the prevailing norms                                        | 4,71 | 100 |
| 14 | Obedying the new regulations during the covid-19 pandemic           | 4,63 | 100 |
| 15 | Never break the rules                                               | 3,31 | 100 |

Source: processed data

Based on table 3 above, the average response of respondents regarding work discipline instruments is 4.35. When viewed from the respondents' answers, question 13 which is "Respect all applicable norms in the agency" obtains the highest average answer of 4.71. Has respected all applicable norms in the institution.

Table 4. Descriptive answers of respondents Work Stress Variables

| No | Statement                                    | Mean | N   |
|----|----------------------------------------------|------|-----|
| 16 | Complete all work                            | 4,57 | 100 |
| 17 | Feel more competent with more workload       | 4,03 | 100 |
| 18 | More flexible working hours                  | 4,4  | 100 |
| 19 | Feel calmer with more flexible working hours | 4,35 | 100 |
| 20 | The high target set can increase the ability | 4,26 | 100 |
| 21 | Organizational climate becomes more flexible | 4,34 | 100 |
| 22 | Feel fit with the work environment           | 4,51 | 100 |

Source: processed data

Based on table 4 above, the average response of respondents regarding work stress instruments is 4.35. When viewed from the respondent's answers, question 16 which is "Completing all assigned work" obtains the highest average answer of 4.57. So that when matched using an interval table, it falls into the "strongly agree" category, the response means that the majority of respondents always try to complete the work given by their superiors even though they are under stress.

Table 5. Descriptive answers of respondents Burnout Variable



| No | Statement                                                                                         | Mean | N   |
|----|---------------------------------------------------------------------------------------------------|------|-----|
| 23 | Feel refreshed when you wake up in the morning even though there is quite a lot of workload       | 3,34 | 100 |
| 24 | Feeling excited to do work                                                                        | 4,01 | 100 |
| 25 | Feel responsible for the problems that occur                                                      | 4,6  | 100 |
| 26 | Feeling optimistic about your current job                                                         | 4,62 | 100 |
| 27 | Feeling bored and frustrated with work                                                            | 3,97 | 100 |
| 28 | Controlling emotions caused by workload                                                           | 4,38 | 100 |
| 29 | trying to be calm in the midst of the massive transmission of covid-19 and the excessive workload | 4,47 | 100 |
| 30 | Desire to work from office (WFO)                                                                  | 4,31 | 100 |

Source: processed data

Based on table 5 above, the average response of respondents regarding burnout instruments is 4.21. When viewed from the respondents' answers, question 26 which is "Optimistic with current work even though in the midst of the covid-19 pandemic" obtained the highest average answer of 4.62. So, if it is matched using an interval table, it is in the "strongly agree" category, the response means that the majority of respondents feel optimistic about their work amidst the boredom they feel during the COVID-19 pandemic, especially during Work From Home implementation.

## 2. Validity test

Table 6. Validity Test of Work Discipline Variables

| Statement                                                      | r count | r table | Description |
|----------------------------------------------------------------|---------|---------|-------------|
| Perform attendance in accordance with the specified time       | 0,571   | 0,361   | Valid       |
| Carry out Work From Office according to the specified schedule | 0,511   | 0,361   | Valid       |
| Doing work according to schedule                               | 0,753   | 0,361   | Valid       |
| Completing work by setting achievement targets                 | 0,670   | 0,361   | Valid       |
| Respect the prevailing norms                                   | 0,566   | 0,361   | Valid       |
| Obeying the new regulations during the covid-19 pandemic       | 0,722   | 0,361   | Valid       |
| Never break the rules                                          | 0,519   | 0,361   | Valid       |

Source: processed data with SPSS Ver.25, 2020

Based on the results of the test in table 6, it was found that all instruments had an r count exceeding the table r value (0.361). Referring to the calculated r value, the instrument of the Work Discipline variable is "valid" and then the distribution of the questionnaire can be continued.

Table 7. Validity Test of Job Stress Variables

| Statement                                    | r count | r table | Description |
|----------------------------------------------|---------|---------|-------------|
| Complete all work                            | 0,390   | 0,361   | Valid       |
| Feel more competent with more workload       | 0,540   | 0,361   | Valid       |
| More flexible working hours                  | 0,658   | 0,361   | Valid       |
| Feel calmer with more flexible working hours | 0,768   | 0,361   | Valid       |
| The high target set can increase the ability | 0,624   | 0,361   | Valid       |
| Organizational climate becomes more flexible | 0,561   | 0,361   | Valid       |
| Feel fit with the work environment           | 0,535   | 0,361   | Valid       |

Source: processed data with SPSS Ver.25, 2020

Based on the results of the test in table 7, it is found that all work stress instruments have a calculated r count that exceeds the table r value (0.361). Referring to the calculated r value, all instruments of the Job Stress variable are "valid" and then the questionnaire can be distributed.

Table 8. Validity Test of Burnout Variable

| Statement                                                                                         | r count | r table | Description |
|---------------------------------------------------------------------------------------------------|---------|---------|-------------|
| Feel refreshed when you wake up in the morning even though there is quite a lot of workload       | 0,594   | 0,361   | Valid       |
| Feeling excited to do work                                                                        | 0,678   | 0,361   | Valid       |
| Feel responsible for the problems that occur                                                      | 0,501   | 0,361   | Valid       |
| Feeling optimistic about your current job                                                         | 0,550   | 0,361   | Valid       |
| Feeling bored and frustrated with work                                                            | 0,586   | 0,361   | Valid       |
| Controlling emotions caused by workload                                                           | 0,697   | 0,361   | Valid       |
| Trying to be calm in the midst of the massive transmission of covid-19 and the excessive workload | 0,785   | 0,361   | Valid       |
| Desire to work from office (WFO)                                                                  | 0,787   | 0,361   | Valid       |

Source: processed data with SPSS Ver.25, 2020

Based on the results of the test in table 8, it was found that all Burnout instruments had r-count results exceeding the r-table value (0.361). Referring to the calculated r value, all instruments from the Burnout variable are "valid" and then the distribution of the questionnaire can be continued.

Table 9. Validity Test Results of Employee Performance Variables

| Statement                                           | r count | r table | Description |
|-----------------------------------------------------|---------|---------|-------------|
| Pay attention to the quality of work                | 0,481   | 0,361   | Valid       |
| The work done can meet the quantity                 | 0,559   | 0,361   | Valid       |
| Have high initiative                                | 0,477   | 0,361   | Valid       |
| Taking the initiative to carry out additional tasks | 0,749   | 0,361   | Valid       |
| Be aware of mistakes in work                        | 0,545   | 0,361   | Valid       |
| Uphold honesty                                      | 0,691   | 0,361   | Valid       |
| Always open with superiors                          | 0,756   | 0,361   | Valid       |
| Responsible for the work that has been assigned     | 0,633   | 0,361   | Valid       |

Source: processed data with SPSS Ver.25, 2020

Based on the results of the test in table 9, it is found that all employee performance instruments have r count results that exceed their table value (0.361). Referring to the calculated r value, all instruments of the employee performance variable are "valid" and then the distribution can be continued.

### 3. Reliability Test

Table 10. Reliability Test Results

| Variable             | Cronbach Alpha | Required Cronbach Alpha standard | N of Items |
|----------------------|----------------|----------------------------------|------------|
| Work Discipline      | 0,714          | 0,60                             | 7          |
| Work Stress          | 0,674          | 0,60                             | 7          |
| Burnout              | 0,801          | 0,60                             | 8          |
| Employee Performance | 0,764          | 0,60                             | 8          |

Source: processed data with SPSS Ver.25, 2020

Based on the data in Table 10, it can be seen that the Cronbach alpha value of the variables used by the researcher exceeds the required Cronbach alpha standard of 0.60 after testing. Draw the conclusion that all variables are "reliable", and the testing process can be continued to the next stage.

#### 4. Coefficient of Determination Test

Table 11. Coefficient of Determination Test Results

| Description                                                   | R2    | Percentage (%) |
|---------------------------------------------------------------|-------|----------------|
| Work Discipline on Employee Performance                       | 0,501 | 50,1%          |
| Work Stress on Employee Performance                           | 0,440 | 44,0%          |
| Burnout on Employee Performance                               | 0,454 | 45,4%          |
| Work Discipline, Work Stress, Burnout on Employee Performance | 0,655 | 65,5%          |

Source: processed data with SPSS Ver.25, 2020

Based on table 11 data, it can be seen and seen that work discipline can contribute to employee performance by 0.501 or which means that work discipline contributes to employee performance by 50.1%. Then for the contribution of work stress to employee performance is 0.440 or 44%. Furthermore, the contribution of the burnout variable to employee performance is 0.454 or 45.4%. Meanwhile, the variables of work discipline, work stress, burnout together have a contribution value of 65.5% to the performance of the Badan Diklat PKN BPK RI employees.

#### 5. Hypothesis testing

##### a. T test (Partial)

Table 12. T-Test Results (Partial)

| Variable        | t count | t table | Significance |
|-----------------|---------|---------|--------------|
| Work Discipline | 5.542   | 1.98498 | 0.000        |
| Work Stress     | 2.777   | 1.98498 | 0.007        |
| Burnout         | 4.187   | 1.98498 | 0.000        |

Source: processed data with SPSS Ver.25, 2020

- a. H1: Work Discipline Has a Significantly Positive Effect on Employee Performance  
Referring to the data in Table 12, the results of the t-test show the t-count value of 5.542 which is then matched with the t-table, and the table formula is  $T = t(\alpha / 2; nk1)$ , obtained (0.025:96), so that it is obtained  $5.542 > 1,98498$ , which means t count is greater than t table. The level of significance is 0.000, which means that there is a significant work discipline variable of less than 5% or  $0.000 < 0.05$ , so it can be said that work discipline has a significant positive effect on employee performance.
- b. H2: Work Stress Has a Significantly Positive Effect on Employee Performance  
Referring to the data in Table 12, the results of the t test show the t-count value of 2.777 which is then matched with the t-table, and the table formula is  $T = t(\alpha / 2; nk1)$ , obtained (2.777:96), so that it is obtained  $2.777 > 1,98498$ , which means t count is greater than t table. The level of significance is 0.007, which means that there is a significant work discipline variable of less

than 5% or  $0.007 < 0.05$ , so it can be said that work stress has a significant positive effect on employee performance.

- c. H3: Burnout has a significant positive effect on employee performance

Referring to the data in Table 12, the results of the t-test show the t-count value of 4.187 which is then matched with the t-table, and the table formula is  $T = t(\alpha / 2; nk1)$ , obtained (4.187:96), so that it is obtained  $4.187 > 1,98498$ , which means t count is greater than t table. The level of significance is 0.000, which means that there is a significant work discipline variable of less than 5% or  $0.000 < 0.05$ , so it can be said that burnout has a significant positive effect on employee performance.

## b. F Test (Simultaneous)

Table 13. F Test Results

| f count | f table | significance |
|---------|---------|--------------|
| 63.738  | 2.70    | 0.000        |

Source: processed data with SPSS Ver.25, 2020

Referring to the data from the F test results in Table 13, it is found that the calculated f value is 63,738 and the f table value is 2.70, which means that the calculated f value exceeds the f table value ( $63.738 > 2.70$ ), which means it has an effect on employee performance. While the significance value is 0.000 which means less than 0.05 or  $0.000 < 0.05$  which means that during the corona virus pandemic, work discipline, work stress, and burnout together have a significant positive effect on the performance of the Badan Diklat PKN BPK RI during the pandemic covid-19.

## E. DISCUSSION

### 1. The Effect of Work Discipline on Employee Performance

To prove hypothesis 1 regarding the effect of work discipline on employee performance, the T test is carried out. Based on the results of the T test that has been carried out by researchers through SPSS version 25 software, it was found that the t-count value was  $5.542 >$  from the t-table value of 1.98498 with a significance level of  $0.000 < 0.05$ .

Based on these results, it can be seen that H1/hypothesis is acceptable, where the work discipline variable has a significant positive effect on the performance of the Badan Diklat PKN BPK RI employees.

Furthermore, to determine the amount of contribution given by the work discipline variable to employee performance through the coefficient of determination test, the result is 50.1%, which means that the remaining amount can be influenced by other variables. Based on the calculation of the mean carried out, it is known that the average respondent answers strongly agrees with the statement that employees have implemented and complied with existing regulations and norms, especially in this Covid-19 pandemic, employees are considered to be able to adapt and adjust to the regulations. new regulations set by the agency.

The results of this study are in line with previous research conducted by Titik Astuti entitled "The Effect of Discipline and Work Stress on Employee Performance at Sfa Resto Karanganyar", which states that work discipline has a significant positive effect on employee performance which is indicated by a significant value.

Then it is also in line with the research conducted by Sarwani with the title "The Effect Of Work Discipline And Work Environment On The Performance Of Employees" where in this study the results of the second hypothesis test showed that work discipline had a positive effect on employee performance. Then this study can also refute previous research conducted by Bryan Filliantoni et al, in his research entitled "The Effect of Work Discipline and Job Stress on Employee Performance Through Mediation of Job Satisfaction on Employees of Indomobil Nissan-Datsun Solobaru", where this study resulted in the influence of work discipline on employee performance is not having an effect. This is because respondents' responses to open-ended questions stated that employee discipline was caused by employee fear or concern about sanctions and fines, not because they wanted to improve performance.

The difference in the results carried out by researchers against previous research which stated that work discipline had no effect on employee performance because there were different conditions when conducting research, where previous research which stated that work discipline had no effect on employee performance was carried out before the pandemic, while the authors conducted this study. during the covid-19 pandemic, the results of work discipline had a significant positive effect on employee performance.

The results of this study are also in line with the theory put forward by Siagian which states that Employee performance can be influenced by several factors such as: compensation, work environment,

organizational culture, leadership, work motivation, work discipline, job satisfaction, and communication. Then Donnelly, has the view that Performance is the level of success in carrying out the tasks given as well as the ability to achieve the targets that have been set. There are several factors that can affect a person's performance, namely: effectiveness, efficiency, authority, discipline, and initiative.

## **2. The Effect of Work Stress on Employee Performance**

To prove hypothesis 2 regarding the effect of work stress on employee performance, a T test is carried out. Based on the results of the T test that has been carried out by researchers through SPSS version 25 software, it was found that the t-count value was  $2.777 >$  from the t table value 1.98498 with a significance level of  $0.007 < 0.05$ .

Based on these results, it can be seen that H2/hypothesis can be accepted, where the work stress variable has a significant positive effect on the performance of the Badan Diklat PKN BPK RI employees. Furthermore, to find out the amount of contribution given by the work stress variable to employee performance through the coefficient of determination test, the result is 44.0%, which means the remaining amount can be influenced by other variables.

The results of this study are in line with previous research conducted by Dr. Zhang Xiaomeng with the title "Psychological resilience before and after work resumption during Covid-19" provided research results that before and after resuming work, a sample of highly loyal workers had moderate stress levels overall. In this study, the employees who were the object of this study stated that the stress experienced by employees after the lockdown policy during the COVID-19 pandemic had an effect on their concentration when they returned to work.

Then it is also in line with the research conducted by Tri Wartono with the title "The Effect of Work Stress on Employee Performance" with the research object of Mother And Baby Magazine Employees, amounting to 35 people. From this study, it was found that from the significant test of the hypothesis, the value of  $t_{count} > t_{table}$  ( $10,643 > 2,030$ ), it can be concluded that there is a significant influence between work stress on employee performance in Mother and Baby Magazine.

## **3. The Effect of Burnout on Employee Performance**

To prove hypothesis 3 regarding the effect of burnout on employee performance, the T test is carried out. Based on the results of the T test that has been carried out by researchers through SPSS version 25 software, it was found that the t value was  $4.187 >$  from the t table value 1.98498 with a significance level of  $0.000 < 0.05$ .

Based on these results, it can be seen that H3/hypothesis is acceptable, where the burnout variable has a significant positive effect on the performance of the Badan Diklat PKN BPK RI employees. Furthermore, to determine the amount of contribution given by the burnout variable to employee performance through the coefficient of determination test, the results obtained are 45.4%, which means that the remaining amount can be influenced by other variables.

The results of the study have similarities and are in line with Said Almaududi's research with the title "The Effect of Burnout on Employee Performance in the Operator Section at PT PLN (Persero) Jambi Power Plant Control Implementation Unit Payo Selincah Electricity Service Unit" where the results obtained that "There is a significant influence There is a significant relationship between burnout and the performance of the operator's employees at PT PLN Persero Jambi Generator Control Unit, Payo Electricity Center Service Unit."

Then this research is also in line with research conducted by Mohammad Bagher Gorji with the title "The Effect of Job Burnout Dimension on Employees" where the object of research is the employee of Bank Mellat in Golestan Province in Iran. The calculation results concluded that work burnout that occurred in Bank Mellat employees had a significant effect on employee performance which caused employee performance to decrease as a result of more work.

This study also refutes the research conducted by Yu De Dai, et al. With the title "Work engagement or job burnout? Psychological ownership amongst the employees of international tourist hotels" where the object of this research is the employees of eight five-star hotels in the cities of Taiwan and Xiamen and Quanzhou, China with a total of 600 respondents. The results showed that the work saturation experienced by respondents who are hotel employees has no effect on their performance. Respondents were judged to be more concerned with preventing boredom by increasing their involvement in work.

## **4. The Effect of Work Discipline, Work Stress, Burnout on Employee Performance Simultaneously**

To prove hypothesis 4 regarding the effect of work discipline, work stress, burnout on employee performance simultaneously, the F test is carried out. F table 2.70 with a significance level of  $0.000 < 0.05$ . Based on these results, it can be seen that H4/hypothesis is acceptable, where the variables of work discipline, work stress, and burnout have a significant positive effect

simultaneously/simultaneously on the performance of the Badan Diklat PKN BPK RI employees.

This research is in line with previous research conducted by Hasmah et al. with the title "The Effect of Discipline and Stress on Employee Performance at PT. Pandu Siwi Sentosa in East Kutai Regency", where the results obtained that discipline and stress together affect the performance of employees at PT. Pandu Siwi Sentosa Sangatta in East Kutai Regency, where in this study there were 46 respondents who stated that discipline and work stress together had a significant effect on their performance.

However, researchers have not found previous research that conducted research using work discipline, work stress, burnout variables on employee performance simultaneously, especially during this Covid-19 pandemic. So that researchers can state that this research is the first research that examines work discipline, work stress, burnout on employee performance during the Covid-19 pandemic simultaneously.

## **F. CONCLUSION**

### **1. Summary**

Based on research conducted through the variables of work discipline, work stress, and burnout, the following conclusions as follows:

- a. Referring to the calculation data, it can be seen and confirmed that the work discipline variable has a significant positive effect on the performance of the Badan Diklat PKN BPK RI employees.
- b. Referring to the calculation data, it can be seen and confirmed that the work stress variable has a significant positive effect on the performance of the Badan Diklat PKN BPK RI employees.
- c. Referring to the calculation data, it can be seen and confirmed that the burnout variable has a significant positive effect on the performance of the Badan Diklat PKN BPK RI employees.
- d. Referring to the calculation data, it can be seen and confirmed that the variables of work discipline, work stress, burnout together have a significant positive effect on the performance of the Badan Diklat PKN BPK RI employees.

### **2. Suggestions**

Based on the research that has been carried out by the researcher, there are several suggestions that can be considered or referenced for the reader or agency that is the object of this research, as follows:

#### a. Theoretical Aspect

For further researchers who want to conduct research with similar variables, it is hoped that they can find and dig deeper into reference sources about the variables that have been studied at this time, especially those related to the burnout variable, given the lack of reference sources and previous research using these variables.

#### b. Practical Aspect

1. For agencies, it is expected to be able to enforce employee discipline by taking into account the principles that are considered very strategic, such as Making Definite Procedures and Policies, Performing Supervisory Responsibilities, Communicating Various Regulations, Consistent Treatment to every employee. So that employees can know various disciplinary rules and can carry out discipline properly. If this is carried out, employees can maximize their work so that they can increase the achievement of the tasks and also the performance of the employees.
2. For agencies, it is hoped that they can pay attention to the health and mental condition of employees, especially in this covid-19 pandemic condition by paying attention to the capacity or ability of employees in providing tasks and work. So that employees can avoid stress caused by a lot of workload and can avoid burnout symptoms.

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