

A Comparative Study of Burnout among Civil Servants and State-Owned Enterprise Employees in the Coastal Regions of North Maluku

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Abstract

This study aims to investigate the comparative differences in burnout levels between Civil Servants and State-Owned Enterprise (SOE) employees in the coastal regions of North Maluku. A quantitative approach with a cross-sectional design was employed. The sample consisted of 120 respondents (60 civil servants and 60 SOE employees) selected via purposive sampling. Data were collected using a modified 28-item Maslach Burnout Inventory (MBI) scale that demonstrated validity (Pearson Product Moment) range of Item–Total Correlations ranging from 0.238 to 0.854 (criterion r -table = 0.232) and excellent internal consistency (Cronbach alpha = 0.952). Due to the non-normal distribution of the data, non-parametric analyses were performed. Descriptive results indicated that all respondents experienced low (65.8%) to moderate (34.2%) levels of burnout, with zero prevalence of high burnout. The Mann-Whitney U test revealed no significant difference in burnout between civil servants and SOE employees ($U = 1592.5$, $z = -1.090$, $p = 0.276$, effect size $r = 0.0995$). Furthermore, the Kruskal-Wallis test demonstrated no significant differences in burnout across the healthcare, finance, and public works sectors ($\chi^2 = 5.832$, $df = 2$, $p = 0.054$, effect-size $\eta^2 = 0.0327$). These findings imply that neither employment status nor work sector directly determines burnout variations in this specific geographic context, suggesting the presence of overriding macro-environmental or socio-cultural buffers in coastal areas.

Keywords

Burnout, Civil Servants, SOE Employees, Coastal Regions, North Maluku

INTRODUCTION

Burnout is a state of exhaustion resulting from an individual's high dedication and commitment to work, causing them to prioritize professional obligations over personal needs and interests (Freudenberger, 1974). As a psychological workplace issue, burnout has garnered global attention due to its detrimental effects on mental health, productivity, and the quality of work service. The World Health Organization classifies burnout as an occupational phenomenon arising from chronic workplace stress that has not been successfully managed.

According to (Thankachen et al., 2025), burnout is influenced not only by high workloads and imbalanced work systems but also by role burdens and low job positions, which further exacerbate burnout among government employees.

Global research indicates that burnout is highly prevalent in public service professions and high-demand occupations, such as healthcare, education, public administration, and the corporate sector. The phenomenon of burnout worldwide continues to rise across various occupational sectors, encompassing both the public and corporate spheres. High job demands, target pressures, organizational changes, and the imbalance between work and personal life are reinforcing factors that trigger burnout in modern workers (Schaufeli et al., 2009). In Indonesia, burnout has increasingly become a prevalent phenomenon across diverse work sectors, particularly within public services and human service professions, including medical and non-medical healthcare workers, police officers, counselors, and social workers (Astuti et al., 2022).

This is evidenced by a study conducted by a research team from the Master's Program in Occupational Medicine, Faculty of Medicine, Universitas Indonesia (MKK FKUI). Their findings revealed that 83% of healthcare workers in Indonesia experienced moderate to severe burnout syndrome (Arroisi & Afifah, 2022). Additionally, a study conducted by (Akbar & Soetjningsih, 2023) on civil servants in the Salatiga Municipal Government through interviews with ten senior civil servants in the public service sector found that employees frequently felt exhausted when handling difficult tasks, felt incapable of performing their duties, and withdrew from excessive workloads. These findings underscore that burnout has become a tangible and pressing issue within the Indonesian workforce.

Most burnout studies in Indonesia have focused on healthcare workers, teachers, and urban employees. Research on burnout among civil servants and SOE employees in coastal areas remains highly limited, despite the potential of coastal geographical, social, and cultural conditions to shape distinct work experiences compared to urban settings. Given that the geographical and cultural context of coastal regions, particularly in North Maluku, remains under-researched, this study is crucial to address the existing empirical gap while enriching the literature on burnout in Eastern Indonesia, specifically regarding the comparison between civil servants and SOE employees in coastal zones. Accordingly, this study examines these dynamics using the burnout dimensions formulated by (Maslach, 2018), which categorize burnout into three benchmarks: emotional exhaustion, depersonalization, and low personal accomplishment. Analyzing the variations across these three dimensions is expected to aid in formulating more effective burnout management strategies.

LITERATURE REVIEW

Civil Servants represent an institutional body that plays a vital role in Indonesian governance. They function as planners, implementers, and supervisors in executing governmental and developmental tasks formulated by Staffing Officers (Pejabat Pembina Kepegawaian), in accordance with statutory regulations, while delivering professional and quality public services (Komara, 2019). Apart from civil servants, State-Owned Enterprises (SOEs/BUMN) operate across various sectors, including energy, finance, transportation, mining, electricity, telecommunications, trade, and manufacturing industries, which support national development and public service delivery (Tatan Hidayat et al., 2020).

Civil servants and SOE employees constitute two strategic groups of workers driving national development. Civil servants are responsible for governmental administration and public services, whereas SOE employees operate within state companies that are expected to

generate revenue while maintaining high service quality (Borst et al., 2019). These distinct organizational characteristics present potential variations in burnout levels between the two groups of workers. Working conditions in both the public sector and state enterprises are frequently characterized by high job demands, bureaucratic pressures, administrative burdens, and limited resources, all of which elevate the risk of burnout among employees (Demerouti & Adaloudis, 2024).

A study conducted by Junior Wedha (Wheda et al., 2023) on civil servants at the Department of Public Works, Spatial Planning, Housing, and Settlement Areas (DPUPRPKP) of Bali Province revealed a moderate burnout rate among the staff, reaching 68.9%. Beyond civil servants, burnout has also been prevalent among government and banking sector employees. This is supported by (Andriani, 2019), who found that Bank BRI employees experienced emotional exhaustion and decreased work motivation due to high job demands and organizational targets. Burnout among state-owned enterprise employees is also influenced by low job satisfaction, particularly regarding salary and employee welfare (Duan et al., 2019). Furthermore, high job demands have a significant correlation with burnout and psychological distress among public sector organization workers, as evidenced by research from (Deng et al., 2021).

According to the Job Demands-Resources (JD-R) theory, burnout occurs when high job demands are not balanced by adequate job resources. Job demands encompass workload, time pressure, and emotional demands that can deplete workers' energy (Bakker & Demerouti, 2007). Burnout itself is a psychological process resulting from work stress, leading individuals to experience emotional exhaustion, behavioral changes, and a reduced sense of personal accomplishment (Brouwers & Tomic, 2000). Bunjak (Bunjak et al., 2023) further explained that burnout escalates when high job demands are coupled with competitive pressures and a lack of social support in the workplace. Based on these various studies, it can be concluded that job demands have a robust correlation with burnout, as excessive work demands inflict prolonged physical, emotional, and psychological strain on individuals.

In coastal areas, communities frequently encounter various stressors, such as the impacts of climate change, economic vulnerability, and limited access to outer regions. Consequently, many individuals in coastal zones experience undiagnosed or mismanaged mental health issues due to low awareness and restricted access to adequate care services (Maharani et al., 2025). Employees working in coastal regions are equally susceptible to stress driven by limited access, minimal facilities, and high job demands. This is supported by (Mensah, 2021), who found that unsupportive work environments, limited work facilities, job demands, and workload exert a significant impact on employee job stress.

Despite facing numerous stressors and workplace facility limitations, coastal communities paradoxically exhibit good psychological well-being. This aligns with a study by Ke (Ke et al., 2022), which indicated that proximity to natural ecosystems contributes positively to the psychological well-being of coastal populations. This is consistent with Jarratt (Jarratt et al., 2022), who argued that "blue spaces" such as beaches and oceans can enhance individual well-being and provide psychological restorative effects. White (White et al., 2020) also noted that being in coastal environments can induce feelings of relaxation, tranquility, and elevate emotional well-being. In addition to geographical conditions, strong social support within maritime communities is known to reduce stress and psychological fatigue among workers (Pauksztat & Grech, 2022).

From the aforementioned studies, it can be inferred that the geographical conditions of coastal regions which create specific job demands and stressors do not always yield

negative psychological impacts. Proximity to blue spaces like oceans and beaches offers relaxation and mitigates stress, especially when reinforced by robust social support within coastal communities. This is in line with Earl (Earl et al., 2022), whose research demonstrated that blue spaces provide peace, relaxation, a sense of freedom, and aid in stress reduction. These findings indicate that the social and geographical characteristics of North Maluku could play a pivotal role in supporting the psychological well-being of its population.

RESEARCH METHODS

Research Design and Locale

This study utilized a descriptive-comparative quantitative approach with a cross-sectional research design to illustrate the burnout profiles and their comparison between State-Owned Enterprise (SOE) employees and civil servants in coastal areas. The investigation was situated in the coastal municipal and regency areas of North Maluku, Indonesia, an archipelagic region characterized by dense coastal settlements and maritime-centered socio-economic activities. Data collection was executed over a defined three-month period from Desember 2025 to February 2026. Azwar (2017) states that quantitative research emphasizes the processing of numerical data using statistical analysis to test formulated hypotheses. Furthermore, Creswell (Creswell, 2017) defines a cross-sectional design as a research design in which the investigator collects data from participants at one point in time to examine current attitudes, beliefs, opinions, or practices within a population. The research sample was selected using a purposive sampling technique, which involves a non-random selection process to represent the sample based on specific predefined criteria and institutional needs (Irawan & Gunawan, 2025)

Participants and Sampling Procedure

A total sample of $N = 120$ respondents was established using purposive non-probability sampling to ensure strict adherence to institutional criteria. The sample was equally divided into two groups: civil servants ($n = 60$) and SOE employees ($n = 60$). The inclusion criteria required that participants: (1) be active civil servants or permanent SOE employees, and (2) have a minimum tenure of one year at their current station.

Instrumentation

Burnout was measured using a modified version of the Maslach Burnout Inventory (Maslach, 2018). The research sample comprised respondents from three government institutions (Civil Servants) and three State-Owned Enterprises (SOE Employees). The modified scale consists of 28 items evaluating three core dimensions: Emotional Exhaustion (10 item), Depersonalization (8 items), Low Personal Accomplishment (10 items). All items were rated using a Likert scale format. A Likert scale was implemented to measure the attitudes or opinions of respondents regarding specific topics or statements (Pasaribu et al., 2023). Once the data from the burnout questionnaire were obtained, they were analyzed by categorizing them based on variables and respondent types, subsequently tabulated, and statistically calculated to test the research hypotheses (Sugiyono, 2017).

The reliability and validity of the burnout scale were evaluated through a pilot study involving 72 respondents this pilot group comprised 32 external respondents and 40 participants who were subsequently retained for the primary research sample ($n = 120$). Because the item analysis revealed excellent psychometric properties and required no further structural modifications, maintaining these 40 respondents in the final dataset was statistically

justifiable (Charlesworth et al., 2013). Item validity was assessed using Pearson Product-Moment item–total correlations. Items with correlation coefficients exceeding the critical value ($r = 0.232$; $n = 72$; $df = 70$; $\alpha = .05$) were considered valid. The validity test indicated that all items within this scale were valid, with range of Item–Total Correlations ranging from 0.238 to 0.854 demonstrating good consistency with a global Cronbach’s Alpha of 0.952. Data collection was carried out utilizing an online/printed questionnaire.

Table 1. Validity and Reliability of the Burnout Scale

Variable	Number of Items	Range of Item–Total Correlations	Criterion (r-table)	Range of Cronbach's Alpha if Item Deleted	Cronbach's Alpha	Interpretation
Burnout	28	0.238–0.854	0.232	0.948–0.952	0.952	Good Validity and Excellent Reliability

Ethical Considerations

This study adhered to ethical standards and received formal approval from the Health Research Ethics Committee of Khairun University (No: 084/UN44/KEP/2025). All participants provided informed consent prior to data collection. Participation was completely voluntary, and all data were strictly anonymized to guarantee respondent confidentiality.

RESULTS

Univariate Analysis

Table 2. Demographic Characteristics of Respondents

No	Characteristics	Category	Frequency (n)	Percentage (%)
1	Gender	Male	49	40.8%
		Female	71	59.2
2	Age	<30 Years	38	31.7%
		31-40 Years	58	48.3%
		41-55 Years	22	18.3%
		>56 Years	2	1.7%
3	Tenure (Length of Service)	<2 Years	26	21.7%
		3-5 Years	26	21.7%
		6-10 Years	29	24.1%
		>11 Years	39	32.5%

Based on the demographic characteristics of the respondents, the majority were female, accounting for 71 individuals (59.2%), while males accounted for 49 individuals (40.8%). In terms of age distribution, the largest proportion of respondents fell within the 31–40 age bracket, comprising 58 individuals (48.3%), followed by those aged <30 years (38 individuals, 31.7%), 41–55 years (22 individuals, 18.3%), and >56 years (2 individuals, 1.7%).

Furthermore, regarding tenure, the highest percentage of respondents had a length of service exceeding 11 years, totaling 39 individuals (32.5%). This was followed by respondents

with a tenure of 3–5 years (26 individuals, 21.7%), less than 2 years (26 individuals, 21.7%). Collectively, these demographic insights indicate that the majority of the respondents possess extensive work experience within their respective organizations.

Table 3. Distribution of Burnout Levels Based on Employment Status and Work Sector

No	Categorization	Burnout Level	n	%	Median	Inter-quartile	SD
1	Burnout	Low	79	65.8%	54.0	22	12.926
		Moderate	41	34.2%			
		High	0	0%			
2	Civil Servants	Low	39	65.0%	53	24	13.701
		Moderate	21	35.0%			
		High	0	0%			
3	State-Owned Enterprise (SOE/BUMN)	Low	40	67.0%	54.5	24	12.111
		Moderate	20	33.0%			
		High	0	0%			
4	Healthcare	Low	34	85.0%	48	18	11.351
		Moderate	6	15.0%			
		High	0	0%			
5	Banking/Financial Sector	Low	19	47.5%	62	26	13.807
		Moderate	21	52.5%			
		High	0	0%			
6	Public Works	Low	26	65.0%	54	23	12.994
		Moderate	14	35.0%			
		High	0	0%			

Based on the results of the burnout analysis across various work sectors, it is known that the majority of respondents fall into the low and moderate burnout categories. This indicates that most workers are still capable of managing the workplace pressure they face, although some are beginning to experience emotional exhaustion and a decrease in work morale due to job demands. Differences in burnout across each sector can be influenced by the respective workload, environment, and job responsibilities.

In the Civil Servant sector, as many as 39 respondents (65.0%) are in the low burnout category, and 21 respondents (35.0%) are in the moderate category. This is in line with the results found in the State-Owned Enterprise (SOE) sector, where 40 respondents (67.0%) experienced low burnout and 20 respondents (33.0%) were in the moderate category.

The healthcare sector shows that no respondents fell into the high burnout category (0%). Specifically, the majority of healthcare workers experienced low burnout, accounting for 34 respondents (85.0%), while 6 respondents (15.0%) were in the moderate category. Furthermore, in the finance sector, it was found that moderate burnout was more dominant than the low category. Specifically, 21 respondents (52.5%) are in the moderate category, and 19 respondents (47.5%) are in the low category. Meanwhile, in the public works sector, 26 respondents (65.0%) were in the low category and 14 respondents (35.0%) were in the moderate category. Overall, the research results show that burnout across various work sectors

is entirely dominated by low to moderate categories, with the finance sector requiring more attention because it shows a relatively higher level of moderate burnout (52.5%) compared to other sectors.

Bivariate Analysis

Table 4. Normality Test Results

Variable	Kalmogorov-Smirnov Statistic	df	p	Shapiro-Wilk Statistic	df	p	Description
Burnout	0.104	120	0.003	0.966	120	0.001	Not normally distributed

Based on the results of the normality test using Kolmogorov-Smirnov and Shapiro-Wilk, it is known that the burnout data are not normally distributed ($p = 0.001 < 0.05$). Therefore, the analysis was proceeded using non-parametric tests.

Table 5. Mann–Whitney U Test Results for Burnout Differences Between Civil Servant and SOE Employees

Variable	Group	N	Mean Rank	Mann–Whitney U	Wilcoxon	z	Sig.	Effect Size (r)
Burnout	Civil Servant	60	57.04	1592.5	3422.5	-1.090	0.276	0.0995
	SOE (BUMN)	60	63.96					

The results of the Mann–Whitney U test indicate that there is no significant difference in burnout levels between civil servants and SOE employees ($U = 1592.5$; $z = -1.090$; $p = 0.276 > 0.05$; $r = 0.0995$). The mean rank values for the civil servant and SOE groups are 57.04 and 63.96 respectively, demonstrating that the burnout levels between both groups are relatively identical. Consequently, employment status does not yield a meaningful difference in the burnout levels among the research respondents. Furthermore, estimation of the empirical magnitude via effect size analysis yielded a coefficient of $r = 0.0995$. According to standard psychometric benchmarks (Cohen, 1988), this negligible effect size demonstrates that the strength of the difference between the groups is profoundly weak, confirming that organizational status exerts no meaningful or practical impact on employee burnout within this sample.

Table 6. Kruskal–Wallis Test Results for Burnout Differences Across Work Sectors

Variable	Sector	n	Mean Rank	Chi-Square (X2)	df	p	Effect Size (n2)
Burnout	Healthcare	40	51.09	5.832	2	0.054	0.0327
	Finance	40	69.86				
	Public Works	40	60.55				

The Kruskal–Wallis test results demonstrate that there is no significant difference in burnout levels based on the work sector ($\chi^2 = 5.832$; $df = 2$; $p = 0.054 > 0.05$; $r = 0.0327$). Although variations in the mean rank values are observed across sectors specifically 51.09 for the healthcare sector, 69.86 for the finance sector, and 60.55 for the public works sector these differences are not statistically significant. Therefore, it can be concluded that the work sector does not exert a significant influence on the burnout levels of the research respondents. To determine the magnitude of this structural variation, the effect size was calculated using Eta Squared (n^2). The analysis yielded an eta-squared value of $n^2 = 0.0327$, which according to (Cohen, 1988) criteria indicates a small effect size. This metric demonstrates that differences in the work sector account for only approximately 3.2% of the total variance in employee burnout.

DISCUSSION

The empirical results of this study show that burnout among public and corporate state sector workers in the coastal regions of North Maluku is exclusively confined to the low (65.8%) and moderate (34.2%) categories. Crucially, the total absence of high-tier burnout profiles, paired with non-significant inferential test results across institutional statuses ($U = 1592.5$, $z = -1.090$, $p = 0.276$, $r = 0.0995$) and occupational sectors ($\chi^2 = 5.832$, $p = 0.054$, $n^2 = 0.0327$), challenges mainstream urban occupational health literature. Typically, urban studies report highly volatile, high-severity burnout rates within these professions (Arroisi & Afifah, 2022; Jun et al., 2021).

The absence of a significant difference in burnout between civil servants and SOE employees is attributed to the relatively similar job demands across both sectors. Both Civil Servant and SOE employees are equally confronted with organizational responsibilities, performance targets, administrative pressures, and demands for professionalism in their duties. This condition causes the perceived psychological pressure to be virtually identical, resulting in relatively equal burnout levels between the two groups. Similarly, a study conducted by (Ke et al., 2022) states that burnout is more heavily influenced by factors such as workload, job pressure, and social support rather than the type of occupation itself. Consequently, burnout is not influenced by employment status.

The lack of significant burnout differences between civil servants and SOE employees suggests that the structural nature of their job demands may reach an equilibrium when bounded by a peripheral geographic setting. Although their organizational frameworks differ civil service focusing on administration (Komara, 2019) and SOEs focusing on corporate efficiency (Tatan Hidayat et al., 2020) workers in both sectors face a shared baseline of operational stress. This includes navigating localized bureaucratic processes, dealing with regional economic fluctuations, and working under comparable logistical limitations (Mensah, 2021). As argued by Ke et al. (Ke et al., 2022), the micro-characteristics of daily workloads and the immediate social climate often exert a stronger influence on psychological strain than macro-employment classifications.

Furthermore, the descriptive variations across sectors where the finance/banking sector exhibited a higher concentration of moderate burnout (52.5%) compared to healthcare (15%) deserves academic attention. This finding contrasts with earlier reports that consistently position healthcare professionals as the group most vulnerable to severe burnout (Jun et al., 2021). A plausible explanation for this difference is the nature of performance metrics in banking institutions, which are tied to explicit financial targets and strict digital auditing

schedules. In contrast, coastal healthcare facilities may operate within more flexible community service frameworks, reducing continuous performance pressure.

Although the majority of burnout cases fall into the low category, there are still respondents who are in the moderate category (34.2%). Psychologically, low-category burnout indicates that individuals still possess stable emotional conditions, remain capable of managing workplace pressure, and maintain good adaptability to their work. This aligns with one of the burnout dimensions, namely emotional exhaustion; however, at a low level, individuals can still function optimally despite experiencing mild work fatigue (Mahmod & Rosari, 2020), moderate-category burnout is characterized by persistent exhaustion, the emergence of boredom at work, and increasing job stress, which ultimately affects individual performance.

Interestingly, this study found that no respondents fell into the high burnout category, even within the healthcare sector, which is typically considered a high-stress occupation. In fact, the healthcare sector demonstrated the highest percentage of low burnout (85%) compared to the finance and public works sectors. This finding offers a unique contrast to previous research, such as the study by Jun et al. (2021), which stated that healthcare workers are highly vulnerable to severe burnout due to intense emotional demands and continuous public service burdens.

The total absence of high burnout across all cohorts points toward potential external buffers within this geographic region. From an environmental psychology perspective, it is possible that close proximity to coastal natural environments ("blue spaces") provides a continuous source of psychological restoration (Jarratt et al., 2022; White et al., 2020). According to Attention Restoration Theory (ART), exposure to natural aquatic settings helps rest depleted cognitive mechanisms and reduces physiological stress (Earl et al., 2022). Additionally, the tight social integration and organic social support networks characteristic of maritime communities in Eastern Indonesia may provide strong psychological protection against severe emotional exhaustion (Pauksztat & Grech, 2022). Consequently, the results of this study reinforce that burnout is not solely influenced by employment status or work sector. However, because this study did not directly measure blue space exposure, social support, or psychological restoration, these environmental influences must be treated as conceptual possibilities rather than definitive causal conclusions.

Limitations and Methodological Considerations

A major statistical consideration in this study is the presence of non-significant differences across all comparative groups, which introduces the possibility of a Type II Error (false negative) the failure to detect a true difference when one exists. Although the sample size ($n = 120$) was balanced between groups, it might lack sufficient statistical power to detect subtle effect sizes between public administrative and state corporate sectors in rural coastal zones which may limit its statistical power to detect small effect sizes. Given that the calculated effect sizes were very small ($r = 0.0995$ and $n^2 = 0.0327$), detecting these differences as statistically significant would require a much larger sample size. Furthermore, future research should integrate specific scales for measuring social support and direct geographical exposure to fully validate the restorative impacts of blue spaces on occupational health. Therefore, while the lack of significance reflects true descriptive similarities within our sample, future research should expand the sample size across multiple island clusters to determine if these small differences become meaningful at a broader scale.

CONCLUSION

This study demonstrates that burnout among civil servants and SOE employees within the coastal zones of North Maluku is distributed entirely within the low to moderate categories, with zero prevalence of high-tier burnout. Statistical comparisons reveal that neither institutional status nor specific work sectors significantly differentiate burnout experiences in this geographic context. This uniformity suggests that localized job demands, paired with shared regional and environmental characteristics, create a balanced baseline of workplace stress across these sectors. While the complete absence of severe burnout suggests that coastal environments and local social structures may act as protective health buffers, these factors require direct empirical testing studies are required to directly investigate these environmental mechanisms. Organizational leaders should focus on maintaining these low burnout levels by ensuring balanced workloads, supporting healthy workplace cultures, and protecting employee access to regional restorative resources.

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