

## **Burnout Management To Maintain The Performance Of The Shipping Crew**

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**Abstract.** Burnout is something that must be considered from crew members who have a high workload and maintain their performance. This study aims to analyze the burnout conditions of the crew of the Mutawa 303 while working on board the ship and find solutions so that performance can still be optimized. This research is a qualitative research that examines the conditions that occur in the field from information obtained based on interviews with the captain and crew to identify respondents' perceptions of workload conditions and work-life balance when sailing. The results showed that the burnout experienced by the crew of the Mutawa 303 was in the high category, but the crew tried to work professionally and maintain work-life conditions. balance by regularly communicating through meedia social with family and avoiding role conflicts when sailing which is prone to occur when the crew experiences burnout.

**Keywords:** *Crew; Burnout; Performance*

### **BACKGROUND**

The organization on board is one of the formal organizations, where each individual involved in the organization has their own duties and responsibilities according to their respective positions on board the ship so that each crew member has their own workload. Burnout is one aspect that every organization must pay attention to, because burnout must be anticipated immediately to maintain the performance of the patient. Burnout analysis techniques require the use of ratios or standard staff guidelines to determine personnel needs (G.Hart & Staveland, 1988). Workload analysis identifies both the number of employees and the type of employees required to achieve organizational goals (Hancock & Meshakati, 1988).

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Santrock states that stress is an individual's response to circumstances and events, which threatens and depresses individuals and reduces their ability to deal with them. This stressful situation that occurs in the work environment is called work stress (Khusniyah, 2014). High work stress makes abk tend to have a high burnout rate as well, so ways are needed to be able to manage the stressors that abk receive. Several other factors that influence the emergence of burnout, including the presence of internal factors include (1) Age; (2) Gender; (3) Self-esteem; (4) Personality characteristics of individuals within the company (Fillhumaam et al., 2019).

The duties of the officers and crew of the ship such as operating the ship's engines, ship navigation equipment. Not only operating but also must always ensure that the ship's engines and devices function effectively throughout the journey in the sea. The task tends to increase in a long voyage. The prolonged fatigue response of the crew is caused by continuous stress in the workplace, where the result is a combination of the condition of the worker with his work. The workload of the crew (Fillhumaam et al., 2019).

Workload as a concept that arises due to limited capacity in processing information. When facing a task, individuals are expected to complete the task at a certain level. If the limitations of the individual hinder/hinder the achievement of work results at the expected level, it means that there has been a gap between the expected level of ability and the level of capacity possessed. This gap causes performance *failures*. Thus, workload refers more to how much of the capacity of a limited number of workers is needed to complete a task or job (O'Donnell & Eggemeier, 1986)

Crew members who experience stress due to high workload tend to think that work is not something important to them so sometimes there are crew members who are not able to to complete the work for which it is his responsibility. In addition, ship crews who experience work stress due to high workloads tend to think that the workload is uneven and the work environment is not comfortable. This research is unique in combining *work-life balance* and workload. The objectives of this study can be outlined as follows:

- 1) Identified the extent of the workload of the crew of the Mutawa 303 while sailing.
- 2) Identifying the burnout syndrome conditions of the crew of Mutawa 303

## **RESEARCH METHODS**

The type of research used is qualitative research to examine the condition of natural objects, where the researcher is a key instrument. The purpose of qualitative research is to explain a phenomenon as deeply as possible by collecting data as deeply as possible, which shows the importance of the depth and detail of the data studied (Sugiyono, 2017).

In qualitative research, the more in-depth, thorough, and unearthed a data obtained, it can also be interpreted that the better the quality of the research. So in terms of the size of respondents or research objects, qualitative research methods have fewer objects compared to quantitative research, because they prioritize data depth, not data quantity (Sugiyono, 2017). This research was carried out approximately 2 months from July to September 2022 by involving crews and ships as informants to provide information related to this research.

## **RESULTS AND DISCUSSION**

### ***The Workload of the Crew of the Mutawa 303 While Sailing***

Work is closely related to a job, and where the individual gives an assessment of the workload regarding a number of demanding tasks or activities that require mental and physical activity that he must complete within a certain time, whether it has a positive or negative impact on his work (Paramitadewi, 2017).

Although the workload owned by the crew in the shipping process is higher than that of ordinary employees, the work as a crew member is a team job. The existence of the team embodied in each department has its own goals which ultimately boil down to the main objectives of the organization on board, namely creating timely sailings and maintaining mutual safety. In order for these main goals to be achieved, each crew member in each department is required to be able to work together so that the goals of each department can be achieved.

The result show that some personal obstacles experienced by the crew, but if the *team* work that houses the crew is solid, it will still work hand in hand in covering the work of one of the crew members, so that the organizational goals can still be achieved properly. Empirically, this research can propose to consider providing training or in-house training programs related to *team work* to the crew, to foster the spirit and solidarity they already have so that the heavy workload can feel lighter if done together. . Theoretically, this research is expected to contribute that *teamwork* can be built through

good relationships between crewmembers and discussing each other in a positive way that will reduce the impact of high workloads . Self-reflection such as support between crew personnel, leadership patterns of the Skipper and department leaders also contributed to building team work in the organization on board.

The negative impact of the overload experienced by the crew of the Mutawa 303 ship that is not in accordance with the ability of the workforce can have a negative impact on the crew. The negative impacts are:

- 1) The quality of work will decrease if the work quality that is too heavy is not balanced with the ability of the workforce, excess workload will result in a decrease in work quality due to physical fatigue and decreased concentration, self-supervision, work accuracy so that the work results are not in accordance with the standards
- 2) An increase in the level of absenteeism in certain conditions such as too much work can also cause the crew to become too tired or experience illness. This will be bad for the smooth sailing because the attendance rate is too high, so it can affect the overall sailing activity.

According to the captain of the Mutawa 303, the crew members who sail on their ships are trained crew members either in the form of experience working in the shipping field or crew members who have been successfully completed education as a sailing cadet so that the current crew members have become accustomed to facing fairly tough working conditions than the work of employees on generally. In addition, the aspirations of the crew to sail are a motivation to face a high workload when they are in the middle of the sea.

A performance of employee can be improved as long as workloads are maintained. A heavy workload can affect the physical and psychological condition of the employee However, when the workload management is well-managed, it will positively influence on the performance. Work- load also directly affects employee performance (Siswanto et al., 2019).

### ***Burnout Conditions of the Mutawa 303 Crew***

At the time of the cruise, many crew members had difficulty creating a work-life balance resulting in burnout. If there is an imbalance in the allocation of time, problems may arise even though the crew members earn higher than the average employee in the industry. In a sustainable work environment, policies that will ensure a better quality of

work by giving people more time for research and a reasonable schedule should be accepted. When burnout syndrome occurs, everyworker enters a situation by bringing influences that can affect performance such as the condition of freshness of a person's body, which can affect the implementation of tasks with high intensity. Not only temporary conditions, the condition of a crew member is influenced by several characteristics that are not easy to change, such as goals/motivation, knowledge/skills, and thinking process abilities. This ability of thought processes will interact and integrate with knowledge and skills to achieve the objectives of the task. It can be said that crewmembers who pay attention to the balance of work life and personal life and seek to regulate burnout conditions are individuals who are more concerned with their psychological well-being than the pursuit of wealth alone.

The results of this study support the results of previous research from Hermawati & Sujanjar (2021) that work stress experienced by workers on board is influenced by workload and work conflict, so in this finding it can be seen that if work stress is experienced by seafarers while working on board, then this is caused by the emergence of increased workload and conflict work for Indonesian sailors who work on ships.

Although the workload is quite high in sailing activities, the crew of the Mutawa 303 remains solid and helps each other in completing the work in addition to completing the work by themselves, in the condition of certain crewmembers still have to do the work of other crew members with the same thought, namely whatever must be done which is important the ship is to stay on track, to be on time, and need mutual assistance -assist in sailing.

Another thing that can help deal with burnout syndrome from the crew is to remind each other to communicate with the family if conditions allow to communicate so that communication is built Being with your family is a strong motivation to face the high workload of sailing. The role of the ship captain who actively monitors the crew is also something that affects the condition of *work-life balance* as a form of management for burnout experienced by the crew because the captain The ship routinely checks the physical condition of its crew so that crewmembers who are not primed will be given the opportunity to rest and communicate with their families so that they can speed up The creation of enthusiasm to get back fit and active with other fellow crew members. This is

a form of support given by the ship captain to the crew so that *work-life balance* is maintained in the shipping process.

## **CONCLUSIONS AND SUGGESTIONS**

Burnout experienced by the crew of Mutawa 303 is a high category but the crew tries to work professionally and maintain *work-life balance* conditions by regularly communicating with family as well as avoiding role conflicts when sailing. In addition, the role of the captain and fellow crew members is very helpful to maintain a work-life balance condition in the occurrence of burnout syndrome of the crew who are active in sailing activities.

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