

Demographic Characteristics and Locus of Control Associated with Employee Burnout

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ABSTRACT

Introduction: Burnout in employees is caused by individual factors, including demographic characteristics and locus of control. This study aimed to analyze the relationship between demographic characteristics and locus of control with burnout among employees at the head office of a pharmaceutical company in North Jakarta. **Methods:** This research was a correlational study with a cross-sectional design. The population in this research were permanent employees of the pharmaceutical company's head office in North Jakarta, amounting to 88 employees. The research sample was 47 employees, using the probability sampling method with the proportional stratified random sampling technique. The independent variables in this research were gender, age, education level, marital status, and locus of control. At the same time, the dependent variable in this research was burnout. Data collection used the Maslach Burnout Inventory (MBI) and Work Locus of Control (WLOC). The data in this study were analyzed by the Spearman Correlation test and the Cramer Correlation test. **Results:** Most of the employees were female, 26-35 years old, married, and have a college education level. Burnout was moderate in most of these employees. Demographic characteristics which had a relationship with burnout were age ($p=0.012$) and education level ($p=0.014$). Meanwhile, gender ($p=0.373$) and marital status ($p=0.297$) had no relationship with burnout. Locus of control and burnout also had a relationship ($p=0.015$). **Conclusion:** Gender and marital status had no relationship with employees burnout. However, age and education level had a relationship with employees burnout. There was also a relationship between locus of control and burnout.

Keywords: burnout, demographic characteristics, locus of control

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INTRODUCTION

Maslach and Leiter (2016) define burnout as a form of physical, mental, and emotional exhaustion resulting from long-term effort in emotionally challenging situations at the workplace. Burnout is a psychological syndrome that appears as a protracted reaction to regular interpersonal stress at work, characterized by extreme exhaustion, feelings of cynicism about work, and a sense of ineffectiveness or reduced personal achievement (Wardani and Firmansyah, 2021). Burnout does not happen overnight. It is a cumulative process, starting with minor warning signs that can develop into a

severe condition when ignored (Priansa, 2017). Three dimensions are associated with burnout, including emotional exhaustion, depersonalization, and reduced personal accomplishment (Maslach and Leiter, 2016).

The burnout constituent describes the primary personal stress dimension of burnout, which leads to feeling overwhelmed and exhausting one's emotional and physical resources. Burnout is a response to high demands and overload that will trigger adverse reactions to people and work or depersonalization (Putriana and Dwityanto, 2019). The depersonalization constituent describes the interpersonal context dimension of burnout that directs to an adverse response, callousness, or detachment from different work aspects. If the depersonalization constituent persists, the next stage is feelings of inadequacy and failure or lack

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of self-accomplishment. The reduced personal accomplishment constituent describes the self-review dimension of burnout which directs to feelings of incapability and a lack of accomplishment and productivity in the workplace (Maslach and Leiter, 2016).

Burnout is a worrying condition because employees will lose their sense of the importance of their jobs and primary goals. Burnout causes previously highly committed people to feel disappointed and lose interest and motivation to work for the company to decrease their performance (Priansa, 2017). Burnout impacts work performance, resulting in decreased performance, productivity, and effectiveness. Burnout also affects physical health, such as headaches, insomnia, digestive disorders, etc. In addition to physical health, burnout also impacts mental health, such as irritability, depression, and mental disorders (Maslach and Leiter, 2017).

Maslach and Leiter (2016) said that two factors influence burnout: individual and situational factors. The individual factors include demographic characteristics, personality characteristics, and attitudes towards work. Demographic characteristics include gender, age, marital status, and education level. Several personality characteristics have been studied to determine which types of people may be at greater risk of burnout. Personality factors are psychological characteristics possessed by individuals that distinguish one individual from another (Priansa, 2017). One of the personality characteristics is the locus of control.

Locus of control is described as a personality dimension. It is the perception that responsibility, oriented to the connection between personal behavior and its outcomes, will be referred to as some related object (Çelik and Sarıçam, 2018). The locus of control theory suggests two perceptions of locus of control. An individual can have an internal or external locus of control (Asante and Affum-Osei, 2019). People with an internal locus of control think that the result of an occurrence will be controlled mainly through the actions or behaviors they perform. In contrast, people with an external locus of control believe that the result of an occurrence is primarily out of their control. Individuals' perceptions of whether their actions affect their work outcomes will be instantly linked to crucial behavioral determinations such as work attitudes, work environment perceptions, job satisfaction, job performance, and career success (Yuwono *et al.*, 2020).

Someone with an internal locus of control are probably to have lower burnout than those with an external locus of control (Maslach, Schaufeli and Leiter, 2001). This is supported by research conducted by (Mehrtak, Mahdavi and Valizadeh, 2018) who said locus of control appears to relate with total components of burnout significantly. People with an inner orientation consider managing their personal lives and feeling a powerful connection between their actions and results. Individuals with an external orientation consider other influences, such as luck or other people handling their lives, and perceive themselves passively concerning the outer environment.

Work locus of control describes the degree to which people associate bonuses, reinforcement, or results at work with their behavior. An internal locus of control in the workplace is associated with many beneficial results, such as job performance, job satisfaction, well-being, and lower levels of work-related stress. Severally, individuals with an external locus of control think that fate or powerful others control their work results. They are more prone to stress, depression, and emotional fatigue and have lower organizational commitment. This variable is directly related to burnout (Wilski, Chmielewski and Tomczak, 2015).

Initially, burnout research have been focused on individuals with a background in human service employment, such as health workers, social workers, teachers, police officers, and counselors (Samodro, 2018). Maslach stated that burnout does not only occur in people who work as workers in human services, but burnout can also occur in other fields of work in an organization. Employees from various fields could experience burnout under excessive pressure and drain energy to experience ongoing frustration (Widjaja, Sitorus and Himawan, 2016).

The survey was conducted by McKinsey & Company on 5,043 full-time employees who work in private or government companies in December - January 2021. The survey results show that 49% of respondents feel burnout (Alexander, Smet and Ravid, 2021). FlexJobs with Mental Health America (MHA) also surveyed more than 1,500 respondents in July 2020. According to the survey, 75% of respondents ever feel burnout at the workplace, and 40% said they ever feel burnout, especially during a pandemic (Reynolds, 2021).

A pharmaceutical company in North Jakarta, a subsidiary of the largest public health product company in the Southeast Asia region, is growing

and transforming into an integrated healthcare solution provider. This pharmaceutical company based in North Jakarta specializing in self-medicating products has grown to become one of the leading pharmaceutical companies in Indonesia, serving consumers throughout Indonesia and the world. At the head office of a pharmaceutical company in North Jakarta, the company implemented work from home (WFH) and work from office (WFO) policy alternately or hybrid so that the safety and health of employees are guaranteed from the start of the COVID-19 pandemic. At the head office of a pharmaceutical company in North Jakarta, these employees must adapt to the new work system. This is a challenge for the employees where there is a change in work patterns that result in unfamiliarity.

Based on the interview results, one of the employees said that he sometimes worked overtime until the night after the pandemic, resulting in sleep deprivation. This overtime work is because there is an urgent task or much work. The employee also said that he had multitasked like a meeting and doing tasks, which reduced his focus. Several other employees also claimed to have felt bored and lazy with their work, resulting in taking time off. The employee has also been dissatisfied with the results of his work due to fast deadlines. In addition, due to excessive hours and work demands, these employees feel easily tired, feel heavy sleepiness, headaches, and backaches. Some employees say they feel like crying because of the pressure from work. This is supported by the results of researchers' observations who saw that employees often complained because of work pressure. Excessive workload and fatigue both physically and mentally have led to burnout.

Based on these various descriptions of the problem, further research is needed regarding the relationship between locus of control and burnout in the head office employees of a pharmaceutical company in North Jakarta. This research aims to analyze the relationship between demographic characteristics and locus of control with a burnout in the head office employees of a pharmaceutical company in North Jakarta.

METHODS

This research contains a quantitative study. Based on the level of explanation, this research includes correlational research because it is to find out whether there is a relationship between two or more variables. Based on time, this research is

cross-sectional because the data was taken once and at the same time in January 2022. This research was conducted in the pharmaceutical industry at the head office of a pharmaceutical company in North Jakarta, DKI Jakarta. Primary data collection uses a survey method with observations, interviews, and questionnaires. Observations and interviews were used for the preliminary study. The questionnaire was used as an instrument based on the variables in this research. Secondary data collection is obtained directly from the head office of a pharmaceutical company in North Jakarta, including the number of employees and their respective departments.

The population in this research were all permanent employees at the head office of a pharmaceutical company in North Jakarta, totaling 88 people from the Department of Support, Commercial, Global Marketing, Finance & Accounting, Business Development Regulatory Affairs, and Human Resources Development & General Affairs. Determination of the sample size using the Slovin approach (Riyanto and Hatmawan, 2020) and obtaining a sample size of 47 people. The research method used probability sampling with proportional stratified random sampling technique to determine the sample. The sample is determined by each department at the head office of a pharmaceutical company in North Jakarta.

The independent variables in this research were gender, age, marital status, education level, and locus of control. Meanwhile, the dependent variable in this research is burnout. Data collection uses standardized questionnaire instruments, namely the Maslach Burnout Inventory (MBI) and Work Locus of Control (WLOC). A questionnaire for demographic characteristics is also used for the data collection, such as age, gender, marital status, and education level.

The MBI instrument from Maslach and Jackson (1981) to measure burnout has been adapted by researchers by translating into Indonesian from English with a validity test and reliability test (0.920). MBI measures three dimensions of job burnout which contains 22 items. The score on this MBI uses a likert scale with a continuum of 0 (never) to 6 (every day). Respondents were then asked to provide a rating from 0-6 for each item in this questionnaire. The high scores on the dimensions of emotional exhaustion and depersonalization will describe the high level of job burnout in these respondents and vice versa. While the number of scores on the personal accomplishment dimension

is low, it will draw a high level of job burnout on the respondent, and vice versa (Maslach and Jackson, 1981).

The WLOC instrument from Spector (1988) to measure locus of control has been adapted by researchers by translating into Indonesian from English with a validity test and reliability test (0.769). This instrument consists of 8 items designed to assess locus of control in the workplace. Each item consists of 6 answer choices, rating from 1 (strongly disagree) to 6 (strongly agree). The scale has the same number of items internally and externally (Spector, 1988).

The data obtained from the research were analyzed descriptively. Each research variable is displayed in the frequency distribution table and cross-tabulation. Data analysis used Spearman Correlation statistical test and Cramer Correlation statistical test. This research has received an ethics certificate from the health research ethics committee of the Faculty of Public Health Universitas Airlangga with No: 03/EA/KEPK/2021.

RESULTS

Demographic Characteristics

Table 1 shows that the age variable is divided into four categories. Most of the head office employees of a pharmaceutical company in North Jakarta who became respondents were in the 26-35 year age category as many as 29 employees (61.7%). In addition, the least respondents are in the 46-55 year age category with only two employees (4.3%).

From table 1, it can be revealed that the number of female head office employees of a pharmaceutical company in North Jakarta was more respondents than males. As many as 35 employees (74.5%) are females.

Table 1 reveals that the head office employees of a pharmaceutical company in North Jakarta who became respondents had married status as many as 25 people (53.2%) and unmarried status as many as 22 people (46.8%). None of the respondents were ever married or widowed.

Table 1 indicates that the education level variable is divided into three categories. Most of the head office employees of a pharmaceutical company in North Jakarta who became respondents have a college education level of 38 employees (80.9%). In addition, as many as nine employees have a diploma

level of education. None of the employees have a high school education level.

Locus of Control

Employees' locus of control is divided into two categories, namely internal and external. From table 2, it can be revealed that most of the head office employees of a pharmaceutical company in North Jakarta who became respondents had an internal locus of control personality as many as 42 employees (89.4%). The remaining five employees (10.6%) have an external locus of control.

Burnout

The calculation results show that burnout is grouped into three categories: low burnout, moderate burnout, and high burnout. From table 3, it can be revealed that most of the head office employees of

Table 1. Demographic Characteristics Frequency Distribution of Head Office Employees of a Pharmaceutical Company in North Jakarta in 2022

Characteristics	Frequency	Percentage
Age (Years)		
17-25	10	21.3
26-35	29	61.7
36-45	6	12.8
46-55	2	4.2
Gender		
Male	12	25.5
Female	35	74.5
Marital Status		
Unmarried	22	46.8
Married	25	53.2
Widowed	0	0.0
Education Level		
High School	0	0.0
Diploma	9	19.1
College	38	80.9

Table 2. Locus of Control Frequency Distribution of Head Office Employees of a Pharmaceutical Company in North Jakarta in 2022

Locus of Control	Frequency	Percentage
Internal	42	89.4
External	5	10.6
Total	47	100

a pharmaceutical company in North Jakarta who became respondents had a moderate burnout level of 41 employees (87.2%). In addition, as many as four employees (8.5%) of respondents had a high burnout rate, and two employees (4.3%) had a low burnout rate.

The Relationship between Demographic Characteristics and Burnout

Employees' demographic characteristics include gender, age, marital status, and education level. The relationship between variables is expressed in cross-tabulation and the probability value results. Spearman Correlation statistical test was used for ordinal data, namely age and education level. Meanwhile, the sex and marital status variables used the Cramer Correlation statistical test because the data were nominal.

Table 4 reveals that the probability value (p value) is 0.012. It means that H_0 is rejected because this value is lower than α (0.05). Based on the test result, age and burnout in the head office employees of a pharmaceutical company in North Jakarta are related.

Table 5 shows that the probability value (p value) is 0.373. This value is higher than α (0.05), so H_0 is accepted. It can be understood that gender

Table 3. Burnout Frequency Distribution of Head Office Employees of a Pharmaceutical Company in North Jakarta in 2022

Burnout	Frequency	Percentage
Low	2	4.3
Moderate	41	87.2
High	4	8.5
Total	47	100

Table 4. The Relationship between Age and Burnout of Head Office Employees of a Pharmaceutical Company in North Jakarta in 2022

Age	Burnout						Total	
	Low		Moderate		High		N	%
	n	%	n	%	n	%	N	%
17-25	0	0	9	90	1	10	10	100
26-35	0	0	26	89.7	3	10.3	29	100
36-45	2	33.3	4	66.7	0	0	6	100
46-55	0	0	2	100	0	0	2	100
p value							0.012	

and burnout in the head office employees of a pharmaceutical company in North Jakarta are not related.

Table 6 reveals that the probability value (p value) is 0.297. It means that H_0 is accepted because this value is higher than α (0.05). Based on the test result, the conclusion showed marital status and burnout in the head office employees of a pharmaceutical company in North Jakarta are not related.

Table 7 indicates that the probability value (p value) is 0.014. It appears that H_0 is rejected because this value is lower than α (0.05). Based on the test result, education level and burnout in the head office

Table 5. The Relationship between Gender and Burnout of Head Office Employees of a Pharmaceutical Company in North Jakarta in 2022

Gender	Burnout						Total	
	Low		Moderate		High		N	%
	n	%	n	%	n	%	N	%
Male	0	0	10	83.3	2	16.7	12	100
Female	2	5.7	31	88.6	2	5.7	35	100
p value							0.373	

Table 6. The Relationship between Marital Status and Burnout of Head Office Employees of a Pharmaceutical Company in North Jakarta in 2022

Marital Status	Burnout						Total	
	Low		Moderate		High		N	%
	n	%	n	%	n	%	N	%
Unmarried	2	9.1	18	81.8	2	9.1	22	100
Married	0	0	23	92	2	8	25	100
p value							0.297	

Table 7. The Relationship between Education Level and Burnout of Head Office Employees of a Pharmaceutical Company in North Jakarta in 2022

Education Levels	Burnout						Total	
	Low		Moderate		High		N	%
	n	%	n	%	n	%	N	%
Diploma	2	22.2	7	77.8	0	0	9	100
College	0	0	34	89.5	4	10.5	38	100
p value							0.014	

Table 8. The Relationship between Locus of Control and Burnout of Head Office Employees of a Pharmaceutical Company in North Jakarta in 2022

Locus of Control	Burnout						Total	
	Low		Moderate		High		N	%
	n	%	n	%	n	%		
Internal	2	4.8	38	90.4	2	4.8	42	100
External	0	0	3	60	2	40	5	100
ρ value						0.015		

employees of a pharmaceutical company in North Jakarta are related.

The Relationship between Locus of Control and Burnout

The relationship between these variables is expressed in cross-tabulation and the probability value results. Table 8 presents that the probability value (ρ value) is 0.015. It means that H_0 is rejected because this value is lower than α (0.05). The test result reveals that locus of control and burnout in the head office employees of a pharmaceutical company in North Jakarta are related.

DISCUSSION

Demographic Characteristics

The following are some of the demographic characteristics in this study: age, gender, marital status, and education level. One of the demographic characteristics considerable at risk for burnout is age (Jiang *et al.*, 2021). Age in this study can be interpreted as the respondent's life from birth to when the questionnaire was filled in. The age variable was divided into four categories in this study, namely 17-25 years, 26-35 years, 36-45 years, and 46-55 years. Most of the head office employees of a pharmaceutical company in North Jakarta are 26-35 years old.

Gender is a more subtle construct than biological sex and is influenced by social factors, at least in part. The public sets different standards, rules, rights, responsibilities, and values for the sexes, given their biological and physiological differences (Suar and Gochhayat, 2016). The majority of employees at the head office of a pharmaceutical company in North Jakarta are women.

This study has three marital status categories: married, unmarried, and widowed. The number of married employees at the head office of a pharmaceutical company in North Jakarta is more than employees who are not married. None of the employees are widowed. Unmarried or divorced employees have a higher tendency to burn out (Priansa, 2017).

The level of education in this study can be interpreted as the last education taken by the respondent in this study. The education level variable was divided into three categories: high school, diploma, and university. The higher individual's level of education, the greater the desire to utilize the knowledge and skills, and the greater the job demands affect their work behavior (Siagian, 2019). Most of the head office employees of a pharmaceutical company in North Jakarta have the highest college education level. There are no employees with the last education level of high school.

Locus of Control

Locus of control is the individual's perception of their success or failure in carrying out various activities in their life caused by their control or control outside themselves (Indriasari and Angreany, 2019). The locus of control consists of internal and external (Asante and Affum-Osei, 2019). The majority of employees at the head office of a pharmaceutical company in North Jakarta have an internal locus of control.

Locus of control is how individuals believe that they are the determinants of their destiny. Internals are individuals who believe that they are in control of whatever happens to them, consisting of aspects of abilities, interests, and efforts. Externals are individuals who believe that whatever happens to themselves, they are controlled by outside forces such as luck or chance (Darmilisani, 2021).

Burnout

Three dimensions of burnout are exhaustion (emotional exhaustion), cynicism (depersonalization) and inefficacy (reduced personal accomplishment) (Maslach and Leiter, 2016). Overall, the burnout of the head office employees of a pharmaceutical company in North Jakarta is in the moderate category. The existence of burnout in employees is due to changes in work patterns during the pandemic, which result in excessive demands and

working hours. The existence of the COVID-19 pandemic has become a continuous and unlimited stressor, raising people's risk of burnout (Abramson, 2022).

Employees said they felt easily tired during the interview and felt heavy drowsiness, headaches, and backaches due to excessive hours and work demands. Burnout experienced by employees in companies generally has tendencies and characteristics, including boredom, irritability, anxiety, despair, and depression (Priansa, 2017). Based on the interview results, the employee admitted that he had felt bored and lazy with his work resulting in the employee taking time off.

Excessive workload and fatigue, both physical and mental, has referred to as burnout (Soelton and Hardianti, 2020). Some employees have also been dissatisfied with the results of their work due to fast deadlines. This indicates a burnout tendency. The existence of a fast deadline is also a pressure on employees. This is supported by the results of the observations of researchers who saw that there were employees who often complained because of work pressure.

Demographic Characteristics and Burnout

Age and Burnout

In this research, the majority of the 17-25 years olds had a high burnout rate, 26-35 years had a moderate burnout rate, and 36-45 years had a low burnout rate. It can be seen that the younger the employees, the higher burnout they tend to experience. Thus, it reveals that age and burnout in the head office employees of a pharmaceutical company in North Jakarta were significantly related. The result is similar to research in the province of Quebec shows that age is related to all components of burnout in Canadian private-sector workers (Marchand, Blanc and Beauregard, 2018).

Many studies show that burnout was found in young employees. This happened because young employees who do not have much work experience have more responsibilities, thus allowing a high risk of job burnout (Priansa, 2017). Masduki, Ekawati and Wahyuni (2021) added that young employees are more idealistic and have high hopes and expectations for their work and life, which sometimes seem unrealistic. At an older age, there is a decrease in muscle strength. However, this situation is offset by better emotional stability than younger employees,

positively impacting work. So that respondents with older age are more likely to experience exhaustion due to a decrease in the body's capacity to work (Kusumaningrum, 2016).

Many research includes age as a characteristic associated with burnout in employees. Some studies show that age and burnout are related, while others show no relationship. Research on administration staff revealed that age and burnout are not significantly related. Contrasts in research results, especially in various workgroups, can occur due to dissimilarities in workplace culture, standards or regulations, and other demographic characteristics (Masduki, Ekawati and Wahyuni, 2021).

Gender and Burnout

The results in this research showed that gender and burnout in the head office employees of a pharmaceutical company in North Jakarta were not significantly related. Prior research said that burnout between male and female employees has no difference (Fyana and Rozali, 2020). The result is similar to Putri and Indrawati (2020) that there was no difference in burnout in terms of gender.

Every individual can experience burnout, both male and female. Male and females today have the exact needs and demands in work responsibilities. This can be due to the increasing demands each individual receives to meet every need of their life so that both male and female individuals can have the same demands to meet their needs by working (Fyana and Rozali, 2020).

The results in this research contradict the research conducted by Artz, Kaya and Kaya (2021) that females tend to experience higher burnout than males. This is in line with the theory presented by Ivancevich, Konopaske and Matteson (2013) that females are more at risk of suffering from burnout than males. This happened because males tend to grow up by instilling the value of independence so that later, the male can be assertive, strong, logistical, and not emotional (Masduki, Ekawati and Wahyuni, 2021).

Marital Status and Burnout

Based on the analysis results in this research, marital status and burnout in the head office employees of a pharmaceutical company in North Jakarta were not significantly related. The results showed that unmarried and married respondents both could experience burnout. This contrasts

with the theory presented by Maslach, Schaufeli and Leiter (2001) that individuals with unmarried status are more at risk of burnout than married people. However, this study aligns with previous research, which said marital status and burnout are not significantly related (Masduki, Ekawati and Wahyuni, 2021).

Burnout experienced by unmarried workers is related to the absence of social support from their spouses. There is no effect of marital status in this study related to the type of family in Indonesia. The characteristics of the Indonesian population have a nuclear family type, where an unmarried child will continue to live with his family even though he is an adult (Swasti, Ekowati and Rahmawati, 2017). Unmarried or single workers can get social support from family and friends. So that even though they are not married, they still ge

Education Level and Burnout

The analysis results in this research indicate education level and burnout of the head office employees of a pharmaceutical company in North Jakarta were significantly related. Respondents with diploma education tend to have low burnout rates. The results revealed that the higher the education level, the higher burnout experienced.

Based on education level, several studies have found that the higher the level of education, the higher the burnout rate. This is possible because someone with a higher level of education works with greater responsibility and a high level of stress (Darmawan, Silviandari and Susilawati, 2015). Previous research has also said that education level and burnout are related (Liana, 2020).

However, this contrasts with findings in research by Llorent and Ruiz-Calzado (2016) that show education level and overall burnout are not significantly related. At work, education level is directly proportional to the roles and responsibilities. The higher the level of education, the greater the roles and responsibilities borne. The occupations occupied by the respondents are professions with career paths categorized based on the level of education. This career path affects the role of workers (Swasti, Ekowati and Rahmawati, 2017).

Locus of Control and Burnout

From the research results, the head office employees of a pharmaceutical company in North Jakarta who became respondents had more internal

locus of control than the external one. The result also showed that respondents with an external locus of control are likely to experience moderate to high burnout. Meanwhile, respondents with an internal locus of control tended to experience low to moderate burnout. It reveals that locus of control and burnout in the head office employees of a pharmaceutical company in North Jakarta were significantly related.

In several studies, internal locus of control has a minor vulnerability to burnout, increasing employee commitment to the organization and professional effectiveness (Bitsadze and Japaridze, 2016). Previous research has also shown that locus of control and burnout have a significant relationship (Amir and Arshad, 2021). In addition, research on South African employees found that work locus of control and employee burnout are related. The lower the burnout level, the higher the internal locus of control in employees (Grobler and Grobler, 2019).

Depersonalization and emotional exhaustion were higher among employees with an external locus of control than the internal one (D'Souza, 2017). The effect of burnout is contributed by an external locus of control. External type employees view themselves as powerless, controlled by fate, controlled by outside forces, and not much influence in the work environment. This helplessness causes them to give up quickly, and if they continue, they will be apathetic to work (Priansa, 2017).

CONCLUSION

Most of the head office employees of a pharmaceutical company in North Jakarta were 26-35 years old, female, married, and had a college education level. Most of them also had an internal locus of control and had a moderate level of burnout. There was no significant relationship between demographic characteristics, specifically gender and marital status, with a burnout in employees. However, other demographic characteristics, such as age and education level, are significantly related to employees burnout. Locus of control and burnout in employees also had a significant relationship.

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