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THE INFLUENCE OF ORGANIZATIONAL CULTURE, JOB DEMANDS, AND COWORKERS TRUST ON JOB STRESS AND BURNOUT IN FIELD WORKERS OF OIL PALM PLANTATION COMPANIES IN THE PASER DISTRICT OF EAST KALIMANTAN

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ABSTRACT

This study underscores the urgency of managing work stress, burnout, organizational culture, job demands, and trust among coworkers in the context of the palm oil industry. Companies in this sector often face high work pressure, posing a risk of stress and burnout among employees. In addition, intensive job demands also affect organizational culture and trust among coworkers. Addressing stress and burnout is critical to maintaining individual well-being and company performance. Palm oil companies can improve employee well-being, productivity, and organizational sustainability by creating an inclusive organizational culture, wisely managing job demands, and building colleague trust. A questionnaire was used to collect data for this study. The sample consisted of 105 workers in an oil palm plantation company. The obtained data were then analysed using structural equation modelling (SEM) Smart PLS (partial least squares) software. The statistical results concluded that organizational culture and coworker trust had no significant effect on job stress, whereas job demands affected job stress. Organizational culture, coworker trust, and job stress had no significant effect on burnout, whereas job demands affected burnout.

KEY WORDS

Organizational culture, job demands, coworker trust, job stress, burnout.

Indonesia is the world's largest producer of Crude Palm Oil (CPO) (Sinaga, 2013). Based on data from the Ministry of Agriculture, the total export value of Indonesian palm oil in 2020 was recorded at US\$17.36 billion or 53.46% of the total export value of world palm oil. The export value of Indonesian palm oil in the form of CPO tends to fluctuate from year to year during the 2010-2019 period. The total world palm oil export value in 2020 was US\$32.48 billion. Indonesia's total palm oil exports are above Malaysia, which is the second largest palm oil exporter in the world. (Ritchie, H, 2023).

Based on the 2019-2020 National Leading Plantation Statistics data, most oil palm plantations are owned by large private companies, with 54.94% or 7,942,335 hectares in 2020, and large state companies with 4.27% or 617,501 hectares. At the same time, the rest is owned by smallholders with an oil palm plantation area of 5,896,755 hectares or 40.79%. Oil palm plantations are concentrated on the islands of Sumatra and Kalimantan, with an area of 7,944,520 hectares and 5,820,406 hectares, respectively. Exports of crude palm oil and its derivatives reached 36.17 million tons.

The contribution of the oil palm plantation industry to the economy, field workers on oil palm plantations is often a topic of interest in various studies (Sinaga, 2013; Leonard et al., 2013; Ismail et al., 2015; Ridzuan et al., 2016). Oil palm workers are at risk of infectious diseases, stress, and mental disorders, as well as the risk of exposure to various pesticides due to their inadequate working and living environment (Myzabella et al., 2019). In Sinaga's (2013) research, workers in oil palm plantations are in unsatisfactory conditions due to uncertainty of employment status and income.

Apart from that, work stress is a major problem for workers in the oil palm plantation industry due to inappropriate work environment conditions. (Naeini & Shamsul, 2014).. Job stress is a type of stress caused by workplace conditions and has a negative impact on personal performance and overall physical and mental health. (Wu et al., 2021). Workers who tend to experience high stress at work will experience a sense of fatigue and cynicism



in what they do; this condition is burnout. Job stress and burnout include psychological and physiological responses to environmental stressors (Gupta et al., 2021). Burnout represents the final breakdown stage in the workplace and can be attributed primarily to the imbalance of personal and professional demands on individuals. (Mostert & Joubert, 2005; Kock & Ramarumo, 2015).

Plantation companies give field managers authority and responsibility to manage plantations within a predetermined area (Siregar, 2018). This gives field managers a role in determining the conditions of field workers on plantations, including oil palm plantations. Transformational leadership is often the key to survival in the face of threats and crises for organizations (Hannah et al., 2009).

The contribution of the oil palm plantation industry to the economy of field workers on oil palm plantations is often a topic of interest in various studies. Oil palm workers are at risk of infectious diseases, stress, and mental disorders, as well as the risk of exposure to various pesticides due to their working and living environment (Myzabella et al., 2019). In Sinaga's (2013) research, workers in oil palm plantations are dissatisfied due to uncertainty of employment status and income. In addition, job stress is a major problem for employees in the palm oil industry due to the conditions of the work environment (Naeini & Shamsul, 2014). Workplace conditions cause job stress and negatively impact personal performance and physical and mental health (Wu et al., 2021).

Workers with heavy workloads tend to experience high stress at work, resulting in fatigue and apathy towards their work. This condition is emotional exhaustion (burnout). Job stress and burnout include psychological and physiological responses to environmental stressors (Gupta et al., 2021). Burnout represents the final breakdown stage in the workplace and can be attributed mainly to the imbalance of personal and professional demands on individuals.

Employment in the plantation sector directly gives authority and responsibility to field managers or field foremen to manage plantations within a predetermined area. (Siregar, 2018). This provides field managers a role in determining the conditions of field workers in plantations, including oil palm plantations.

The role of managers as middle-level leaders who are in direct contact with employees is the key to surviving in the face of threats and crises for the Company. In addition to the role of managers as leaders, they can also provide a strong organizational culture to their subordinate workforce; organizational culture plays an important role in reducing work stress and burnout. Several studies have confirmed the relationship between organizational culture and the level of burnout (Ghorbanian et al., 2018; Huhtala et al., 2015; Kock & Ramarumo, 2015; Montgomery et al., 2011; Zamini et al., 2011) work stress (Kock & Ramarumo, 2015), and turnover intention. A strong organizational culture can act as a glue that brings out the joint efforts of each workforce (Kock & Ramarumo, 2015). Burnout depends on various organizational factors, interpersonal factors, and intrapersonal factors. (Ghorbanian et al., 2018).

Job demands and coworker trust are often associated with discussions of job stress, which can lead to burnout and mental disorders in the workforce. This can also apply to field workers in oil palm plantation companies. A cooperative and supportive work environment, built on the trust of coworkers, can help the workforce cope with work stress and complete work more effectively, causing the workforce to feel an increased level of attachment to their organization (I.-J. Park et al., 2020)

Workers with high coworker trust are more likely to release work stress with coworker support (I.-J. Park et al., 2020). According to the job demand resources model (JD-R model), job demands can result in the loss of resources, such as the depletion of labor energy resources and health problems. (Hakanen et al., 2008; Yoo & Arnold, 2016). When job demands increase, the workforce may be led to burnout due to trying to meet these job demands that require great effort. (Park et al., 2020).

The discussion of work stress, burnout, and emotional exhaustion has become an interesting topic among researchers, including in oil palm plantation companies in Indonesia. Research by Asamoah-Appiah & Aggrey-Fynn (2017) concluded that the workforce at Twifo



oil palm plantation in Africa showed more physical stress and emotional exhaustion. The main stress causes were working conditions, interpersonal relationships, and career advancement. Job stress should get a lot of attention from management because it has consequences for the mental and physical health of the workforce (Rana & Munir, 2011).

Bhaga (2010) argues that intensive stress impacts workers' physical and mental health, ultimately leading to fatigue in the workforce and decreased performance. Another Syahlan et al. (2020) study on workers in oil palm plantations in Selandar Jasin Melaka, Malaysia, showed a simultaneous positive and significant influence between work stress, family problems, and work environment on labor absenteeism.

From the results of observations in the field from several casual workers in the oil palm plantation industry in several companies in Pasir Regency, East Kalimantan Province, they experienced stress due to high job demands that were not balanced with the compensation received, which had an impact on emotional exhaustion and performance. Based on the previous description, this study aims to prove and analyze the effect of organizational culture, job demands, and coworker trust on job stress and emotional exhaustion of field workers at oil palm plantation companies in Pasir Regency.

Palm oil plantation companies are in Paser Regency, one of the palm oil-producing areas in East Kalimantan Province. Oil palm is the main commodity in Paser District, with an area of 178,328 hectares and production reaching 2,014,529 tons in 2020 (East Kalimantan Provincial Plantation Office). This figure is 11.4% of oil palm production in East Kalimantan Province. Apart from the Paser District, oil palm plantation areas in East Kalimantan are concentrated in East Kutai and Kutai Kartanegara Districts. Oil palm plantations are favored along with the positive benefits of economic growth felt by the community. The existence of private plantation parties has had an impact on adding value to oil palm.

LITERATURE REVIEW

Organizational culture is a concept built from habits or behavior patterns in each individual or group that continues to be carried out in an organization or Company to maintain efficiency at work. The mismatch of organizational culture can affect the organization's employees' condition. Several studies have confirmed the relationship between organizational culture and job stress (Kokt & Ramarumo, 2015).

Organizational culture and job stress are critical factors that significantly impact the well-being and performance of employees in various work environments. Research has shown that workplace stress is prevalent among health professionals, with a study revealing a 68.2% prevalence of workplace stress among health professionals in Ethiopia (Birhanu et al., 2018). Furthermore, the negative effects of a toxic workplace environment and resulting workplace stress on project success have been empirically evidenced (Wang et al., 2020). Stress has been found to have devastating effects on the workplace environment and individuals who experience it (Lambert et al., 2003). Additionally, the influence of organizational culture and stress on job satisfaction and employee performance has been highlighted, emphasizing the need to establish a strong culture to decrease work stress and increase job satisfaction (Khuzaeni, 2013).

Hypothesis 1: Organizational culture affects work stress in field workers of oil palm plantation companies in Paser Regency, East Kalimantan Province.

Job demands play an important role in the emergence of job stress and employee burnout. Employees may experience stress and even burnout because they are trying to meet the demands of their jobs. The research results (McCormack, 2014) stated that job demand can moderate the relationship between job stress and burnout. Very high job demands can result in the loss of employee energy and also the physical and mental health of an employee. In contrast, employee energy resources are very important for achieving work goals. (Yoo & Arnold, 2016).

Hypothesis 2: Job demands affect job stress in the field workforce of oil palm plantation companies in Paser Regency, East Kalimantan Province.

The impact of coworker trust on work stress is a complex and multifaceted relationship



that has been extensively studied in various contexts. Research has shown that coworker trust plays an important role in moderating the impact of work stress on employee outcomes. For example, research has found that trust in coworkers can positively impact job satisfaction (Lambert et al., 2020), reduce job stress (Deng et al., 2021), and mediate the relationship between leadership style and employee behavior (Yao et al., 2019). In addition, coworker trust has been associated with increased organizational commitment and reduced turnover tendencies (Rahayuningsih, 2019).

Moreover, the literature suggests that coworker trust may act as a buffer against workplace stress. For example, witnessing coworker incivility was associated with higher levels of incivility, but this effect was mitigated by high levels of control, social support from coworkers, and attachment to work (Holm et al., 2019). Similarly, the impact of work-related stress caused by the COVID-19 pandemic on job satisfaction and organizational trust was found to be negative, highlighting the importance of coworker trust in times of crisis (Zanabazar et al., 2022).

Hypothesis 3: Coworker trust affects work stress in the field workforce of oil palm plantation companies in Paser Regency, East Kalimantan Province.

The impact of organizational culture on burnout has been studied extensively across various disciplines. Research has shown that organizational culture influences burnout levels among professionals. Research suggests a culture of trust, support, open communication, and respect can foster a healthy work environment and protect against burnout (Raiger, 2005). In addition, a work environment that prioritizes person-centered care over productivity and other performance measures, strong management skills to overcome bureaucracy, and opportunities for employee professional development and self-care can reduce burnout and increase work engagement (Rollins et al., 2021). In addition, it has been demonstrated that work environments reduce the impact of burnout on mortality, failure to rescue, and length of hospitalization among nurses (Schlak et al., 2021).

Hypothesis 4: Organizational culture affects burnout in field workers of oil palm plantation companies in Paser Regency, East Kalimantan Province.

The impact of job demands on burnout has been extensively studied in the literature. Schaufeli & Bakker (2004) found that job demands significantly predict burnout, and health problems and turnover intention mediate this relationship. Thangal et al. (2022) used the job demand-resources (JD-R) model to examine the effects of job resources and job demands on work burnout. They found that unbalanced job demands and job resources contribute to work burnout. Fu et al. (2022) demonstrated that job burnout is a significant predictor of psychological symptoms, emphasizing the detrimental impact of job demands on mental health.

Verhoef et al. (2021) emphasized the importance of examining occupation-specific characteristics in understanding the effects of job demands on burnout. This aligns with the findings of (Nauman et al., 2019), who showed that workload job demands negatively affect employee well-being, leading to reduced job satisfaction and increased emotional exhaustion. Woodhead et al. (2014) found that occupational stress, a key job demand, predicted all dimensions of burnout, highlighting the significant impact of job demands on increasing burnout.

Hypothesis 5: Job Demands affect burnout in field workers of oil palm plantation companies in Paser Regency, East Kalimantan Province.

The impact of coworker trust on burnout is important to consider the existing literature on trust in organizations and its relationship with burnout. Several studies have explored the relationship between trust, specifically coworker trust, and burnout. For example, Ronayne et al. (2012) emphasized the importance of building relationships at work, which aligns with the concept of coworker trust and its potential influence on burnout (Ronayne et al., 2012). In addition, Fernet et al. (2010) highlighted the moderating role of work motivation in the relationship between coworker relationship quality and burnout, indicating the importance of coworker relationships in reducing burnout (Fernet et al., 2010). Furthermore, Lambert et al. (2012) specifically examined the impact of trust in supervisors and management in reducing burnout among correctional staff (Lambert et al., 2012).



Table 1 – Variable Measurement

No.	Variables	Dimensions	Indicator	Source
1	Organizational Culture (X1)	Supportive culture Bureaucratic culture Innovative culture	<p>The management style is characterized by collaboration and teamwork. My organization is relationship-oriented, like an extended family. The organization encourages novelty and looks for opportunities to be rewarded. People are very friendly within the organization. The management style is characterized by personal freedom. The organization is a safe place. Mutual trust and loyalty are the glue that holds the organization together.</p> <p>The organizational structure is hierarchical. In organizations, formal procedures generally govern what people do. Organizations are structured places. An organization is an organized place Organizations are places that are organized and controlled. Organizations are established with formal rules and policies The organization takes care of employees' work The organization has a power-oriented structure</p> <p>Management style characterized by risk-taking and innovation Results-oriented organization Organizations characterized by creativity Organizations are places of pressure Organizations are highly stimulating and dynamic places The organization creates new challenges the organization emphasizes on acquiring new resources The organization is a competitive place</p>	Saha & Kumar (2018) Likert Scale 1-6
2	Burnout (Y2)		<p>I feel too tired to get up in the morning because I think about how hard work is. I feel tired of work I feel emotionally drained from work I have enough support to get the job done I feel dissatisfied with my work I feel that I have completed the work as intended I can solve customer problems effectively I always do my work without asking for help.</p>	Maslach Burnout Inventory-General Survey (Maslach & Jackson, 1981) Likert Scale 1-6
3	Job Stress (Y1)		<p>I feel emotionally drained from work. I receive rewards that are too low. I experience external problems such as family, children, relatives, parents, etc. I feel that I am working too much time I feel that the tools and equipment in my workplace are inadequate. I feel pressured by my leader's unfair attitude. I feel that the workload given by the leader is too much I experience conflict with coworkers and superiors</p>	Dubinsky, Yammarino, Jolson, and Spangler (1995) Likert Scale 1-6
4.	Coworker Trust (X3)		<p>Coworkers do their work with professionalism and dedication I trust my coworkers to get the job done I can rely on my coworkers to do most of the work My coworkers and I can serve our coworkers responsibly I feel satisfied with the work done by my colleagues. I am satisfied with my current coworkers because they can work as a team. My coworkers will respond well if I share a problem with them. I can speak freely to my colleagues because I trust they will listen.</p>	McAllister (1995) Likert Scale 1-6
5	Job Demand (X2)		<p>My job requires fast working hours. My job requires hard work. My job requires specialized skills. My job requires a lot of dedication My job has a high workload</p>	Park et al. (2020) Likert Scale 1-6

Moreover, Simha et al. (2014) suggested that high trust in coworkers could be a beneficial factor in reducing cynicism associated with burnout, emphasizing the potential positive impact of coworker trust on mitigating burnout symptoms (Simha et al., 2014). Additionally, Miller et al. (2017) found relationships between perceived coworker support and the levels of burnout in law enforcement personnel, further underscoring the relevance of



coworker support and trust in addressing burnout (Miller et al., 2017). These findings collectively indicate the potential of coworker trust in influencing employee burnout levels.

Hypothesis 6: Coworker trust affects burnout in field workers of oil palm plantation companies in Paser Regency, East Kalimantan Province.

The influence of job stress on burnout has been studied extensively across different professions and environments. Several studies have highlighted the direct impact of job stress on burnout. For example, Kim & Stoner (2008) found that role stress positively impacted burnout among social workers (Kim & Stoner, 2008). Similarly, Woodhead et al. (2014) demonstrated a relationship between job demands, job resources, and burnout among nursing staff, indicating that occupational and personal stress are related to burnout (Woodhead et al., 2014). Furthermore, Makara-Studzinska et al., (2020). identified job stress as a predictor of job burnout among firefighters, emphasizing the relationship between stress and job burnout

Hypothesis 7: Job Stress affects burnout in field workers of oil palm plantation companies in Paser Regency, East Kalimantan Province.

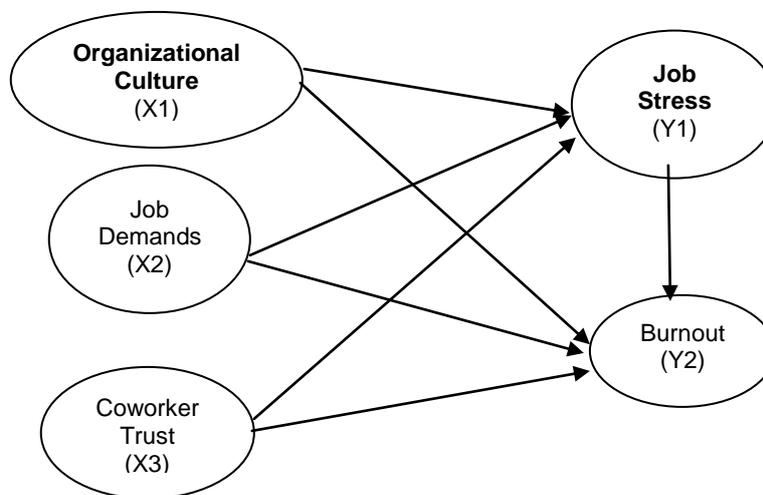


Figure 1 – Conceptual framework

METHODS OF RESEARCH

The population in this study were field employees at oil palm plantation companies in Paser Regency, East Kalimantan Province, totaling 36,243 people (East Kalimantan Plantation Office in 2022). The sample in this study was 105 respondents with the following criteria:

- Work as a field worker in an oil palm plantation company;
- Work in an oil palm company operating in Paser District, East Kalimantan Province, with a private or state company status;
- Worked for more than 6 months because they are considered to have understood the organizational culture of the organization;
- Have a permanent or contract employee status with an oil palm company in Paser Regency, East Kalimantan Province.

The Structural Equation Model (SEM) PLS is used to analyze the measurement and structural model tests. The primary goal of SEM-PLS is to describe the link between constructs and to underline the importance of knowing the relationship. Convergent validity, discriminant validity, and reliability were all examined in the data.

RESULTS AND DISCUSSION

Table 2 shows that the dominant gender is male, age is 20-30 years old, education level is elementary school/equivalent, and length of work is 1-2 years.



Table 2 – Respondent Demographics

Demographics		Frequency	Percent (%)
Gender	Male	104	99
	Female	1	1
Age	20 - 30 years	49	46,8
	31 - 40 years	40	38,5
	41 - 50 years	7	6,4
	Less than 20 years	8	7,3
	Over 50 years old	1	1
Education level	Elementary School / Equivalent	84	80
	Junior High School / Equivalent	16	15
	High School / Equivalent	5	5
Length of service	1 - 2 years	73	69,52
	3 - 5 years	19	18,09
	6 - 10 years	7	6,66
	11 - 15 years	6	5,71
	Less than 1 year	32	14,7
	more than 15 years	9	4,1

After collecting the participants' data, statistical analysis was conducted using the measurement model. The test model is used to ensure the dependability and consistency of the instrument and the validity of the data analyzed later. This allowed for a uniform analysis of the data. The researchers used Smart PLS to examine the data and applied three different criteria. Thus, the composite reliability, discriminant validity, and convergent validity of the external model are tested if the convergent validity analysis of a set of individual reflexive measures shows a correlation of 0.70 or higher between the measure and the construct of interest as well as an average variance value of more than 0.5, then the measure is said to have strong validity. In Figure 1, the Smart PLS output results for outer loading can be seen as shown below:

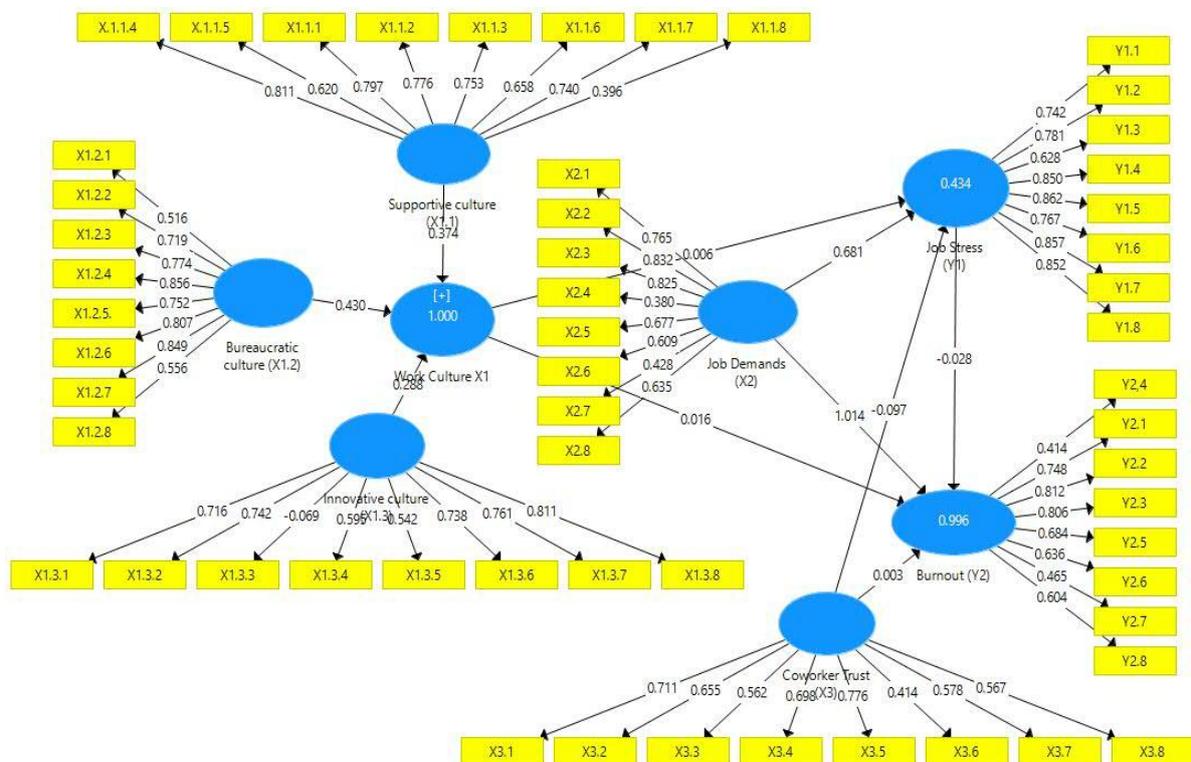


Figure 1 – SmartPLS Outer Loading 1

From Figure 1, each indicator's outer loadings are < 0.7 , so they need to be removed. The results of the removed outer loading can be seen in Figure 2.

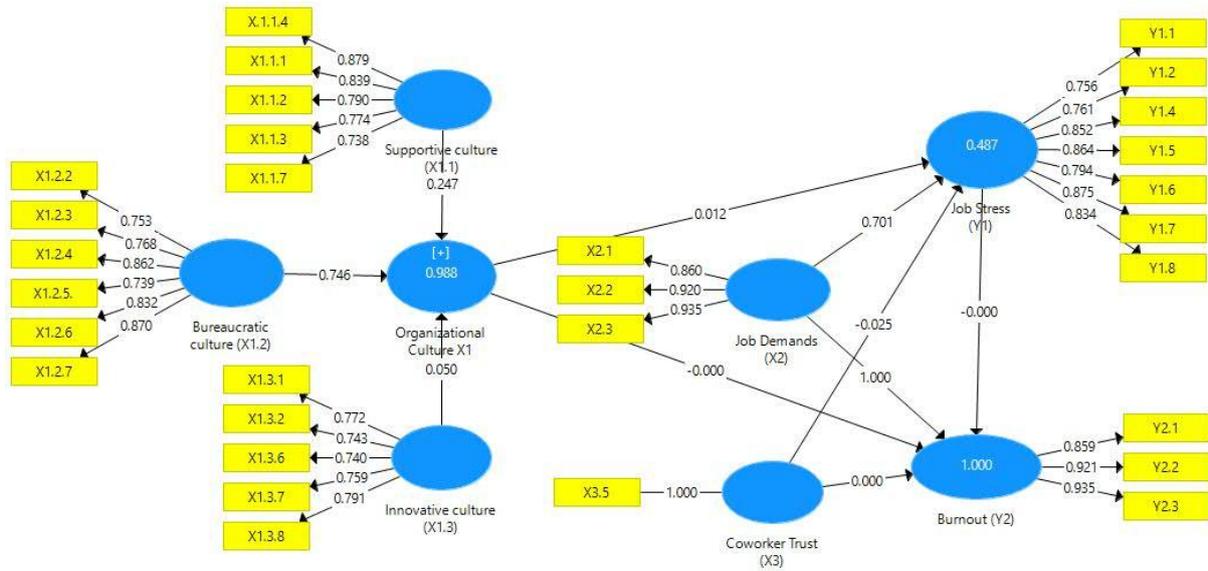


Figure 2 – Final SmartPLS Outer Loading

Furthermore, the construct validity and reliability criteria produced valid and reliable findings, as shown in Table 1. The AVE value was greater than 0.5, while Cronbach's alpha and composite reliability were greater than 0.7.

Table 1 – Results of construct reliability and validity

n/n	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Burnout (Y2)	0,890	0,893	0,932	0,820
Coworker Trust (X3)	1,000	1,000	1,000	1,000
Job Demands (X2)	0,890	0,892	0,932	0,820
Job Stress (Y1)	0,919	0,922	0,935	0,673
Organizational culture X1	0,920	0,924	0,934	0,612

Source: SmartPLS.

The study met the requirements for discriminant validity because the AVE value was higher than the created value. Cross-loading measurements collected data. In addition, R2 was used to assess the PLS structural model's ability to predict the dependent variable; a higher R-value indicates that the proposed research model provides a more accurate prediction. Table 2 presents the results.

Table 2 – R-Square Results

n/n	R Square	R Square Adjusted
Burnout (Y2)	1,000	1,000
Job Stress (Y1)	0,487	0,472

Source: SmartPLS.

Table 3 – Direct Effects

n/n	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Coworker Trust (X3) -> Burnout (Y2)	0,000	0,000	0,001	0,211	0,833
Coworker Trust (X3) -> Job Stress (Y1)	-0,025	-0,023	0,074	0,337	0,736
Job Demands (X2) -> Burnout (Y2)	1,000	1,001	0,001	1043,374	0,000
Job Demands (X2) -> Job Stress (Y1)	0,701	0,700	0,068	10,288	0,000
Job Stress (Y1) -> Burnout (Y2)	0,000	-0,001	0,001	0,175	0,861
Organizational culture X1 -> Burnout (Y2)	0,000	0,000	0,001	0,446	0,656
Organizational culture X1 -> Job Stress (Y1)	0,012	0,005	0,074	0,166	0,868

Source: SmartPLS.



The findings presented in Table 2 show that Job Stress (Y1) R2 value is 0.487, which indicates that the variables of organizational culture, job demands, and coworker trust significantly affect job stress, while 51.3% of the variance of the other variables. Similarly, the R2 value of burnout Y2 is 1.000, which indicates that the variables of organizational culture, job demands, coworker trust, and coworker trust jointly contribute to burnout.

This study consists of 7 hypotheses, of which 2 hypotheses show a statistically significant t-statistic value exceeding 1.96 and a P value below 0.05. The 5 hypotheses are not statistically significant because the value is below the threshold.

Table 3 can be explained as follows.

Hypothesis 1. Organizational culture does not significantly affect job stress, as the value indicates. This is based on the p-value of $0.868 > 0.05$ (5% significance level), and the t-statistic value is smaller than 1.96, namely 0.166, so the proposed hypothesis is not proven. The influence of organizational culture taken from the Innovative Culture, Bureaucratic Culture, and Supportive Culture sub-variables is not understood by field workers, who are considered freelancers by company management. Thus, the organizational culture of oil palm plantation companies in Paser Regency does not affect work stress.

Hypothesis 2. Job demands have a significant effect on job stress; this is indicated by a p-value of $0.000 < 0.05$ (5% significance level) and a t-statistic value greater than 1.96, namely 10.288 so that the hypothesis is accepted, meaning that large job demands will greatly impact the stress of field workers at oil palm plantation companies in Paser Regency.

Hypothesis 3. Coworker trust does not have a significant effect on job stress; the value indicates this the p-value $0.361 > 0.05$ (5% significance level) and the t-statistic value is smaller than 1.96, namely 0.914 so that the hypothesis is rejected, meaning that coworker trust has no impact on the stress of field workers in oil palm plantation companies in Paser Regency.

Hypothesis 4. Organizational culture has no significant effect on emotional exhaustion, as indicated by a p-value of $0.656 > 0.05$ (5% significance level) and a t-statistic value smaller than 1.96, namely 0.446, so the proposed hypothesis is not proven. The influence of organizational culture, which is taken from the Innovative Culture, Bureaucratic Culture, and Supportive Culture sub-variables, is not understood by field workers, who are considered freelancers by company management. Thus, the organizational culture of oil palm plantation companies in Paser Regency does not affect the level of emotional exhaustion.

Hypothesis 5. Job demands have a significant effect on emotional exhaustion; this is indicated by a p-value of $0.000 < 0.05$ (5% significance level) and a t-statistic value greater than 1.96, namely 1043.374 so that the hypothesis is accepted, meaning that large job demands will greatly impact the level of emotional exhaustion of field workers at oil palm plantation companies in Paser Regency.

Hypothesis 6. Coworker trust has no significant effect on emotional exhaustion; this is indicated by the p-value = $0.833 > 0.05$ (5% significance level) and the t-statistic value is smaller than 1.96, namely 0.211 so that the proposed hypothesis is not accepted, meaning that coworker trust has no impact on the level of emotional exhaustion in field workers at oil palm plantation companies in Paser Regency.

Hypothesis 7. Job stress does not have a significant effect on emotional exhaustion; this is indicated by the p-value = $0.861 > 0.05$ (5% significance level), and the t-statistic value is smaller than 1.96, namely 0.175 so that the proposed hypothesis is not accepted, meaning that job stress does not directly cause the level of emotional exhaustion, but through the variable job demands on job stress which dominantly affects the emotional exhaustion of field workers in oil palm plantation companies in Paser Regency.

CONCLUSION AND SUGGESTIONS

The organizational culture built by oil palm plantation companies in Paser Regency does not affect work stress. This means that field workers do not understand the organizational culture, so the stress experienced by workers is only borne by themselves and conveyed to their coworkers.



Job demands are very influential on job stress experienced by field workers. This means that the cause of field workers experiencing stress is job demands greater than the rewards obtained by field workers in plantation companies in the Paser Regency area.

Coworker trust has no significant effect on work stress, meaning that coworker support can reduce work stress experienced by field workers because they work together to help solve problems and comfort each other among field workers in oil palm plantation companies.

Organizational culture does not affect the emotional exhaustion of field workers in oil palm plantations; because most workers are contract workers or Borongan, the Company's organizational culture is not related to field workers in oil palm plantations.

Job demands influence emotional exhaustion caused by stress experienced by field workers in oil palm plantation companies; high job demands also cause this, but not by the wage rewards received to improve their welfare.

Coworker trust does not affect emotional exhaustion; this is because field workers help each other with the problems they face to reduce their emotional exhaustion.

Palm oil plantation companies in Paser District should pay attention to field workers, especially the work demands that are adjusted to their level of welfare so that they can carry out their work calmly. Likewise, the Company bears the cost of health insurance as long as they work for the Company because they are casual workers and can move and leave their current jobs at any time.

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