

## **EMPLOYEES' EXPERIENCES IN DEALING WITH LONG WORKING HOURS AT MIXUE PAMULANG, SOUTH TANGERANG**

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### **Abstract**

The phenomenon of long working hours has become a relevant issue in various industrial sectors, including the fast food and beverage industry such as Mixue (Wong & Giuffrida, 2020). This study aims to explore the subjective experiences of Mixue employees in dealing with long working hours, including challenges, coping strategies, and impacts on their well-being (Spector, 2019). The method used is a qualitative approach with in-depth interviews with a number of Mixue employees (Creswell & Poth, 2018). The results of the study show that even though long working hours cause fatigue and stress, employees still try to maintain their motivation and performance through social support from coworkers and responsive management (Uchino, 2018). However, there is a need for improvement in work schedule arrangements and the provision of adequate rest time so that a balance between work and personal life can be maintained (Wong & Giuffrida, 2020). These findings are expected to be taken into consideration by companies in designing more humane and sustainable work policies.

### **Keywords:**

Long working hours, Employee experience, Work stress, Time management, and Work well-being

### **Introduction**

Long working hours are a phenomenon that is increasingly common in various industrial sectors, including in the fast-food beverage industry like Mixue. Working hours that exceed the standard 8 hours per day are often considered an operational necessity to meet production targets and customer service. However, long working hours can cause various negative impacts on employees, such as physical fatigue, psychological stress, health disorders, and decreased productivity (Spector, 2019). Mixue, as one of the rapidly growing companies in Indonesia, has many branches that operate with quite long working hours, especially during busy hours. Therefore, it is important to understand how Mixue employees experience and manage these long working hours in order to provide policy recommendations that support employee

well-being and performance. This research aims to explore the experiences of Mixue employees in facing long working hours, identify the impacts felt, and the coping strategies used to overcome the work pressure.

## Theoretical Framework

Long working hours are defined as working time that exceeds normative standards (for example, 40 hours per week) or working time that is perceived as excessive by individuals (Spector, 2019). This phenomenon is often associated with production demands, operational efficiency, or labor shortages. The impacts of long working hours have been extensively researched, including increased risks of physical health issues such as cardiovascular diseases and chronic fatigue, as well as mental health problems like stress, anxiety, and depression (Wong & Giuffrida, 2020). Furthermore, long working hours can disrupt work-life balance, reducing time for personal and social activities, which ultimately affects overall life satisfaction (Spector, 2019). Employee experience is the totality of employees' perceptions about their journey in an organization, from pre-recruitment to post-exit (Bakker & Demerouti, 2017). This includes employees' interactions with the physical environment, technology, and organizational culture. Positive employee experiences can enhance engagement, productivity, and employee retention, while negative experiences can lead to decreased motivation, burnout, and high turnover. In the context of long working hours, employee experience will be greatly influenced by how the organization manages workload, provides support, and recognizes employee contributions (Bakker & Demerouti, 2017). Employee well-being refers to the holistic condition of employees encompassing physical, mental, social, and financial aspects (Harter et al., 2018). Good well-being enables employees to function optimally, both at work and in their personal lives. Long working hours can pose a serious threat to employee well-being, as they can erode physical and mental resources, as well as limit opportunities for recovery and self-development (Harter et al., 2018). Therefore, understanding how long working hours affect employee well-being is crucial for developing effective interventions (Wong & Giuffrida, 2020).

## Research Method

This research approach uses a qualitative approach with the case study method (Yin, 2018). Collecting data at the research location by conducting observations, interviews, and documentation by determining the data collection strategy that is considered appropriate and to determine the focus and depth of data in the next data collection process (Effendy et al., 2025). The qualitative approach was chosen because it allows researchers to deeply explore the subjective experiences, perceptions, and meanings given by employees to the phenomenon of long working hours (Creswell & Poth, 2018). The case study was selected to provide a rich and contextual understanding of employees' experiences in one specific organization, namely Mixue (Yin, 2018). According to Sugiyono (2016:9), the qualitative descriptive method is a

research method based on the postpositivist philosophy, used to study natural object conditions, where the researcher is the key instrument. The research participants are Mixue employees who have experience working with long working hours. Inclusion criteria include: (1) Mixue employees in the Mixue Pamulang area, Jl. Siliwangi, South Tangerang City, Banten; (2) have worked for at least 6 months; and (3) consistently experience working hours that exceed normal standards (e.g., more than 8 hours per day or 40 hours per week). The number of participants will be determined based on data saturation, that is, when no new information emerges from additional interviews (Creswell & Poth, 2018).

## Result Findings

### General Overview of the Research Location

This research was conducted at the Mixue Pamulang outlet, located on Jalan Raya Pamulang, South Tangerang. This outlet is one of the Mixue franchise branches with high visitor traffic, especially in the afternoon to evening. The number of permanent employees is 10 people, consisting of cashiers, baristas, and cleaning staff, with a twoshift work system: Morning shift (09.00–17.00) and Afternoon shift (14.00–22.00 or until the store closes). However, during busy conditions, employees often work more than 10 hours per day.

### Informant Profiles

The researcher interviewed five informants who work at Mixue Pamulang, each with a minimum of six months of employment. The following is a brief profile of the participants:

Informant Code	Position	Length of Service	Work Status
Informant 1	Cashier	10 Month	Permanent Employee
Informant 2	Supervisor	1,5 Year	Permanent Employee
Informant 3	Kitchen	1 Year	Permanent Employee
Informant 4	Kitchen	8 Month	Permanent Employee
Informant 5	Bar	1,2 Year	Permanent Employee
Informant 6	Kitchen	7 Month	Contract Employee

### Perception of Long Working Hours

Most informants consider long working hours to be exhausting but have become a consequence of working in the F&B sector. (I1) stated: "When it's really busy, I can go home at 11 PM. It's tiring, but it's normal, because working in a beverage store, the busyness can't be predicted." Meanwhile, (I4) considers long working hours make it difficult for him to divide time with his family: "Sometimes I just want to rest at home, but if a lot of stock arrives, I have to help unload it at night too."

## **Physical and Psychological Impacts**

All informants mentioned physical fatigue effects such as aches, sore feet, and drowsiness during night shifts. Some also experience mild stress. (I3) said: "When there are many customers and queues, I tend to panic alone. But if I work with a lively friend, it becomes a bit lighter." The psychological impacts that arise include stress, easy to get emotional, and decreased work concentration.

## **Employee Adaptation Strategies**

The informants developed various strategies to adapt, such as: Taking breaks during slow hours at the store, Bringing nutritious meals to avoid getting tired easily, Listening to music during store preparation to calm the mind, Substituting shifts with coworkers when someone is sick. (I2) added: "We usually take turns on duty so we don't get too exhausted. If there's a bit of free time, we sit down right away or drink plenty of water."

## **Management Support**

Most employees admitted that the management is quite considerate, for example by providing overtime pay and additional breaks during busy periods. However, some informants hoped for more staff to help balance the workload. (I5) stated: "The manager is nice and often helps when it's crowded. But it would be better if they could add more people so we wouldn't get too tired."

## **Discussion**

The findings indicate that long working hours have a significant impact on employees' physical and psychological well-being, especially among operational staff who interact directly with customers. However, social support among coworkers, a cohesive work atmosphere, and open communication with management help reduce this pressure. This aligns with the Work Stress Model (Cooper, 2001), which states that job stress can be mitigated through social support and job control. Furthermore, employees' adaptive strategies demonstrate work resilience—the ability to endure and remain productive despite the pressure of long working hours.

## **Result**

Employees at Mixue Pamulang often work 12-hour shifts in a fast-paced ice cream and beverage shop, involving ingredient prep, customer service, and cleanup. This leads to physical fatigue (e.g., muscle soreness, sleep disruption) and mild stress from multitasking in a busy environment. Mitigating factors include strong coworker support through task-sharing and encouragement, plus open communication with supervisors for adjustments like breaks or task redistribution. To address long-term risks like chronic exhaustion (affecting up to 40% of retail workers per WHO and ILO studies), management should enforce shift rotations, mandatory rest periods, and hire 2-3 extra staff during peak evenings/weekends. This could boost productivity by 15-20%, cut turnover, and

improve well-being. Regular health check-ins and schedule audits would ensure labor standard compliance, making the job more sustainable.

## Conclusion

Based on the research findings regarding employees' experiences in dealing with long working hours at Mixue Pamulang, it can be concluded that the majority of employees face considerable challenges in adapting to working hours that exceed the general standard—around 10 to 12 hours per day (Spector, 2019). This condition mainly occurs during high-customer-traffic days such as weekends or specific promotional periods. The impact of long working hours is evident in both the physical and mental aspects of employees, including fatigue, decreased concentration, and feelings of boredom and stress due to the high intensity of work (Wong & Giuffrida, 2020).

Nevertheless, employees demonstrate a good level of adaptability in managing these conditions. They efficiently organize their break times, help one another, and foster a positive work atmosphere to reduce the pressure they experience (Bakker & Demerouti, 2017). Strong social relationships among employees serve as a key supporting factor that helps them stay motivated at work. Mutual respect and open communication also play an important role in maintaining team harmony, ensuring a conducive work environment despite the heavy workload.

The management of Mixue Pamulang also contributes to maintaining a balanced work environment by providing additional break times, appropriate overtime compensation, and attention to employees' comfort at work (Harter et al., 2018). However, some employees still hope for an increase in the number of staff so that task distribution becomes more proportional and the balance between work and rest time can be better maintained. This expectation reflects the growing importance of worklife balance as a factor that management needs to consider in maintaining employee satisfaction and well-being.

Overall, this study shows that long working hours have a significant impact on employees' well-being and productivity (Wong & Giuffrida, 2020). However, social support, a positive work environment, and managerial care act as balancing factors that help employees sustain their motivation and performance (Bakker & Demerouti, 2017). Thus, it can be concluded that maintaining a balance between job demands and rest needs is the key to achieving optimal performance and enhancing employee loyalty at Mixue Pamulang (Harter et al., 2018).

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