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*by* Putu Ngurah Suyatna Yasa

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## <sup>1</sup>The Effect Of Work Load And Burnout On Performance Employees With Mediation Job Satisfaction At Klungkung Regional General Hospital

Kadek Bayu Sastrawan\*, Ida Bagus Agung Dharmanegara and Putu Ngurah Suyatna Yasa  
Master of Management, Universitas Warmadewa, Denpasar, Bali-Indonesia

**Abstract**—The hospital is a place of health care that must be managed properly. For this reason, hospital management must be better and more professional, especially HR management. One important role of human resource management is maintaining and improving employee performance. Employee performance can affect the achievement of company goals that have been set. The purpose of this study was to determine the effect of workload and burnout on employee performance mediated by job satisfaction. The sampling technique used in data collection is Probability Sampling using Simple Random Sampling. The sample used was 122 people from a population of 174 people. The results showed that workload had a negative effect on job satisfaction, and the relationship was not significant. Workload has a positive effect on employee performance and the relationship is significant. Burnout has a positive effect on job satisfaction, and the relationship is not significant. Burnout has a negative effect on performance, and the relationship is significant. Job satisfaction negatively affects nurses' performance, and the relationship is not significant.

**Keywords:** burnout; employee performance; job satisfaction; workload

### How to cite;

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\*Corresponding Author's e-mail: bayusastrawan69@gmail.com

## I. INTRODUCTION

The hospital is a place of health care that must be managed properly. The hospital is an advanced referral tool in the health care system in Indonesia. For this reason, hospital management must be better and more professional, especially HR management. One important role of human resource management is maintaining and improving employee performance. Employee performance can affect the achievement of company goals that have been set. Employee performance will result in losses for the company itself. Seeing the very influence of employee performance on the company, it is important for a company to assess and improve the performance of employees according to the desired goals (Febriansyah, 2019).

Assessment in the world of work which is assessed from employees is their performance. If the performance is good, then the work that is charged to the employee will be able to be completed well and vice versa if the performance is not good then the workload given cannot be completed properly. Performance is the result of an action or implementation of tasks from someone in an organization within a certain period of time, which is to be able to produce good performance someone has the ability, willingness, effort and support from the environment (Larasati, 2018). According to Sedarmayanti (2001) in Putra & Sobandi (2019), the factors that influence employee performance are mental attitude, education and training, skills, management, income level, nutrition and health, social security, environment and work climate and the last is technology. Research conducted by Kurniawan & Prasilowati (2019) shows the results that performance is influenced by workload and job satisfaction. In line with the above research conducted by Adnyaswari & Adnyani (2017), the results show that performance is affected by burnout. This means that where workload, burnout and job satisfaction have a positive effect on employee performance.

Workload is one of the factors that affect employee performance, this is evidenced by the research conducted by Hadi & Hidayah (2019) showing the results that the workload variable has a positive and significant influence and has a dominant influence on employee performance. Workload is a group or a number of activities that must be completed by an organizational unit or position holder within a certain period (Dhania, 2010). Workload indicators include effective working hours, educational background and type of work provided (Anita, Azis, & Yunus, 2013). The results also showed that the workload had a positive effect on the performance of the tax service employees of the Primary of Cileungsi (Fajriani & Septiari, 2015). Other studies that are in line also show the results that there is a relationship between workload and the performance of firefighters in the city of Manado (Fauziah, et al, 2018). Research on workload and performance carried out at the Ci inpatient hospital Prof. Dr. R. D. Kandou Manado shows the results there is a relationship of workload with the performance of nurses in providing nursing care (Manuho, Warouw, & Hamel, 2015).

Factors that influence performance, in addition to workload, are burnout.

Burnout is a syndrome of emotional exhaustion and cynicism that often occurs in people who work (Maslach & Jackson, 1981). Burnout that occurs is a response to interpersonal stressors related to work (Leiter & Maslach, 2005). According to Setyawati in Almaududi (2019) explained that in general burnout is a condition experienced by labor that can result in decreased vitality and work productivity, which in turn degrades the quality of services provided. This is supported by the results of research that show that burnout has an influence on the performance of nurses in RSUD dr. Doris Sylvanus Palangka Raya (Asi, 2013). The same research results were also found on the performance of outsourcing RRI Mataram employees, where burnout had a significant negative effect on performance (Sukmana & Sudibia, 2015). A study of lecturers at Widyagama University Malang found that there was a significant direct effect between burnout on lecturer performance (Satriyo & Survival, 2014). Other research also found that burnout negatively affected the performance of nurses in Sanglah Hospital in Denpasar, where the higher the burnout, the performance of nurses in Sanglah Hospital in Denpasar was lower (Adnyaswari & Adnyani, 2017).

Workload and excessive burnout also affect job satisfaction of each person where job satisfaction is basically an individual thing where each individual has a different level of satisfaction in accordance with the values that apply to him (Fattah, 2017). Job satisfaction is influenced by several indicators including, the job itself, salary, bonuses and benefits, promotions, coworkers, supervision or superiors (Hayuningtyas, 2017). Research conducted on nurses at the Aisyiyah Bojonegoro hospital emergency department got the result that job satisfaction with performance plays an important role, satisfaction will be created with the performance awards it receives (Jayanegara & Hartantik, 2017). The same research results found in the results of research at PT. Chakra Kabepe, where the results of job satisfaction on the performance of employees of PT. Kabepe Chakra has a positive and significant relationship (Febriyana, 2015).

Klungkung Regional General Hospital (RSUD) is a health service located on Jl. Flamboyan No.40, Semarapura Kauh, Kec. Klungkung, Klungkung Regency. Klungkung Regional Hospital is a public health service area that serves outpatient, inpatient and emergency services in accordance with the vision of the hospital as "The Best and Superior Hospital in Emergency Services in East Bali", with this vision the hospital is expected to be able to become the community's choice hospital in overcoming health problems with the best standards and quality. In line with the fulfillment of hospital health service standards, on December 1, 2016 the Klungkung District Hospital was recognized as having met the 2012 Version of Hospital Accreditation Standards and was declared to have passed the Plenary Level (Five Star) by the Hospital Accreditation Commission (KARS). Governor No. 440 / 844.6 / DPMPSP-H / 2017 concerning Operational Permits for Class B Public Hospitals, Klungkung District Hospital was upgraded as Non-Educational Class B General Hospital.

Based on the results of the survey, both interviews and data recap, the hospital

management carried out showed a comparison of the ratio between nurses and the number of patient beds. This can affect nurses in the practice of providing nursing care to patients. The more patients who must receive nursing actions, the nurse workload will also increase. The level of dependency and emergency status of patients can also add to the workload of employees, especially inpatient nurses and special rooms in providing care to patients. This is because the ratio between the number of beds and the number of employees, especially nurses is not balanced or lacking so that the nursing care provided is not optimal. In the interview session conducted by researchers, several employees in the inpatient room and special room said that there was always a lack of human resources in providing care to patients, so this led to complaints about workloads in the inpatient room and in the special room of Klungkung Hospital.

According to Law No. 13 of 2003 Article 77 states that the stipulated working time is 7 hours in 1 day and 40 hours in 1 week for 6 working days or 8 hours in 1 day and 40 hours in 1 week for 5 working days in 1 week . The staff at Klungkung Regional Hospital are one of the hospital employees who have a shift service schedule that is the morning, evening and night shift schedule. The results of interviews with employees who work in inpatient and special rooms support the above data and employees state that working hours can be increased due to overtime from the schedule set by management. On average, employees, especially nurses and midwives, also often complain if they are very bored with the work they do while working in the inpatient and special care rooms. This certainly adds to the increased workload and has an impact on the emergence of burnout.

The amount of salary received by nurses in RSUD Klungkung there are differences in the amount of salary received by employees based on employment status, namely Civil Servants (PNS) and non PNS. The data shows that the salaries of employees in inpatient rooms and special rooms with PNS status of Rp. 3,500,000, while Non-PNS ranged between Rp. 1,400,000 up to Rp. 2,200,000. These data when compared with the Regency Minimum Wage (UMK) and Provincial Minimum Wage (UMP), the Non-PNS employees who work in the inpatient room and special room of Klungkung Regional Hospital do not meet the minimum salary standard. This allows an impact on employee job satisfaction because the workload provided is the same regardless of employment status but different incomes. Job satisfaction felt by employees can ultimately affect its performance.

The number of studies that have been done have not found the most influential factor with the performance of employees, especially nurses and midwives. Based on this, the researcher is interested in examining the effect of workload and burnout on employee performance mediated by job satisfaction at the Klungkung Regional General Hospital. The selection of the Klungkung Regional Hospital is based on the status of the Klungkung Regional Hospital as a state hospital implementing the BPJS program with a fairly high Bed Occupancy Ratio (BOR) level. This study aims not only to see the effect of one of the independent variables (workload, burnout, and job satisfaction) with the dependent variable (the performance of nurses and

midwives), but to find the most influential factor on employee performance. This was done in order to provide input and advice to hospital management related to HR management, especially nurses and midwives so that in the end it could further improve the quality of health services provided to the community and increase community loyalty in utilizing health facilities at RSUD Klungkung.

## II. CONCEPT AND HYPOTHESIS

### *Work load*

Workload is a group or a number of activities that must be completed by an organizational unit or position holder within a certain period of time. Workload is divided into 2 namely quantity and quality. Quantity means work that cannot be completed in a limited time because of a heavy burden, whereas quality is that workers feel that they cannot reach work standards or feel that performance standards cannot be achieved (Chieh, Yuan-Duen, & Shun-Yu, 2013).

Workload includes both physical and mental workload. Workload that is too heavy or physical abilities that are too weak can result in a worker suffering from work disorders or diseases (Efendy, 2009). Workload can affect employee job satisfaction. A disproportionate workload will have an impact on stress, especially those that have exceeded moderate levels will have a negative impact, namely job dissatisfaction which will subsequently have an impact on low motivation (Hamid, 2014).

Hypothesis 1: Workload has a negative and significant effect on job satisfaction

Hypothesis 2: Workload has a negative and significant effect on employee performance

### *Emotional Intelligence*

Setyawati in Widanti (2010), that in general burnout is a condition experienced by labor that can result in decreased vitality and work productivity. People who experience burnout are usually cynical and view clients as people who deserve problems because of their own mistakes, which in turn degrades the quality of services provided. Burnout can alight in humans regardless of age, gender, occupation, education and is increasingly recognized as a serious problem that can affect one's life.

Hypothesis 3: Burnout Has Negative And Significant Impact On Job Satisfaction

Hypothesis 4: Burnout Has Negative And Significant Impact On Employee Performance

### *Job Satisfaction*

Job satisfaction is one's feeling towards his job. Job satisfaction as a comparison made by employees to achieve and maintain compatibility between themselves and their environment (Weiss et al., 2007 in Andarini, 2018). This definition has received support that explains that job satisfaction as an employee's feelings about his job. Job satisfaction can be interpreted as what makes people want and like work. What makes them happy at work or out of work. Someone who experiences job satisfaction will get a positive value or plus value from the leadership (Smith and Kendall, 2003 in Andarini, 2018).

Hypothesis 5: Job Satisfaction has a positive and significant effect on employee performance

Hypothesis 6: Job Satisfaction Mediates the Effect of Workload on Employee Performance

Hypothesis 7: Job Satisfaction Mediates the Effect of Burnout on Employee Performance.

### *Employee Performance*

Performance is the result of an action or implementation of the tasks of someone in an organization within a certain period of time, which is to be able to produce good performance someone has the ability, willingness, effort and support from the environment (Larasati, Human Resource Management, 2018). Performance is the result of quality and quantity of work achieved by an employee in carrying out their duties in accordance with the responsibilities given to him. Quantity here is shown from the subtlety of work and the quantity shown from the amount or amount of work that must be completed by employees (Mangkunegara, 2010).

## **III. METHOD**

The population in this study were all nurses and midwives of inpatient rooms and special ward of Klungkung Regional Hospital, amounting to 174 people. Determination of the sample using the Slovin formula and the results obtained that the number of samples used was 122 people from a population of 174 people.

The instrument used in this study was a questionnaire. Determination of the score using a five-level Likert scale (Likert scale). Data collection in this study was carried out by distributing questionnaires that had been compiled in research on the variables to be examined. The data collection process was carried January 2020. The questionnaires distributed amounted to 174 questionnaires to employees of Klungkung Regional Hospital.

Analysis Method in this study is using Descriptive analysis. It describe the characteristics of research respondents viewed from several research variables concerning respondents' perceptions of work load, burnout, job satisfaction and employee performance. The assessment is based on the average score of respondents'

perceptions with the following criteria:

1.00 - 1.80 Not very good / Very low

1.81 - 2.60 Not good / Low

2.61 - 3.40 Good enough

3.41 - 4.20 Good / High

4.21 - 5.00 Very good / Very high

Second, this study also use Quantitative analysis to analyze the relationship between variables in this study, work load, burnout, job satisfaction, and employee performance. In analyzing the influence between exogenous variables and endogenous variables in this study the Partial Least Square (PLS) statistical method was used. Because this method is known to be very practical and does not require many assumptions including the assumption of a normal distribution. According to Jogiyanto & Abdillah (2009), PLS is a variance-based analysis of structural equations (Structural Equation Modeling) that can simultaneously test structural models. The measurement model is used to test the validity and reliability, while the structural model is used to test causality (hypothesis testing with predictive models).

#### **IV. RESULT AND DISCUSSION**

##### *Measurement Model Testing Results (Outer-Model)*

Convergent validity is a criterion in measuring the validity of indicators that reflect reflexively. This evaluation is done through testing the loading coefficient of each indicator of the latent variable. From a valid indicator, if the outside loading coefficient is between 0.60 - 0.70, but for analyzes whose theories are unclear, an external loading of 0.50 is recommended (Lathan & Ghozali, 2012), as well as significant at the alpha level of 0.05 or t-statistics 1.96.

The measurement of the validity of the indicators that make up the latent variable can also be done through discriminant validity by looking at the value of AVE and AVE. Indicators are considered valid if the AVE value of each construct is > 0.50 and the value of AVE is all constructs > the correlation value between variables (Lathan & Ghozali, 2012).

A measurement can be said to be reliable, if the composite reliability and Cronbach alpha have a value greater than 0.70. composite reliability value of each construct indicates a value greater than 0.70. From the Cronbach Alpha value, all construct values are above 0.70, except for nurse performance of 0.626, slightly lower than 0.70, so that the overall construct is declared valid.

##### *Test Results of Measurement Model (Inner-Model)*



Criteria for testing the measurement models in this study are shown based on a number of criteria, namely: R-Square (R<sup>2</sup>), Q-Square Predictive (Q<sup>2</sup>), Goodness of Fit (GoF).

R-Square (R<sup>2</sup>) job satisfaction of 0.104; based on Chin criteria (Lathan & Ghozali, 2012: 85), then the model is included in the weak model criteria, the meaning is the variation of workload and burnout able to explain variations in patient satisfaction by 10.40% percent, 89.90 49% percent explained by variable variations others outside the analyzed model. While the performance of nurses and midwives has an R-square value of 0.525 or includes a model close to strong, meaning that workload, burnout and job satisfaction are able to explain variations in the performance of nurses and midwives that is 52.50% percent while the remaining 47.50% is explained by other variables outside the model.

Q-Square Predictive Relevance (Q<sup>2</sup>) is a measure of how well the observations made give results to the research model. Q-Square Predictive Relevance (Q<sup>2</sup>) values range from 0 (zero) to 1 (one). The closer to 0 the value of Q-Square Predictive Relevance (Q<sup>2</sup>), gives a clue that the research model is getting better, while the opposite is getting away from 0 (zero) and getting closer to the value of 1 (one), this means the better the research model. The criteria for strength and weakness of the model are measured based on Q-Square Predictive Relevance (Q<sup>2</sup>) according to Lathan and Ghozali (2012: 85) are as follows: 0.35 (strong model), 0.15 (moderate model), and 0.02 (weak model). The Q-Square formula is:  $Q^2 = 1 - (1 - R_{12})(1 - R_{22})$ . The value of Q-Square is  $= 1 - (1 - R_{12})(1 - R_{22}) = 1 - (1 - 0.104)(1 - 0.525) = 1 - 0.426 = 0.574$ , based on these results, the estimated model results are included in the criteria strong, it means that 57.40% of variations in endogenous constructs can be predicted by variations in exogenous constructs.

Goodness of Fit (GoF) shows an average value of R<sup>2</sup> of 0.315 while the average root of AVE is 0.783, then a GoF value of  $\sqrt{AR^2 * A.Com} = \sqrt{0.315 * 0.783} = \sqrt{0.247} = 0.497$  This means that the global model is predictive large. Measurement values based on Goodness of Fit (GoF) have a range of values between 0 (zero) to 1 (one). The Goodness of Fit (GoF) value that goes beyond 0 (zero), shows the model is getting less good, on the contrary the farther away from 0 (zero) and the closer to 1 (one), the better the model. The criteria of strength and weakness of the model based on the measurement of Goodness of Fit (GoF) according to Lathan and (Ghozali, 2012), are as follows: 0.36 (GoF large), 0.25 (GoF medium), and 0.10 (GoF small).

### *Hypothesis Testing Results*

#### *Testing the Direct Effect*

The direct influence test consists of five hypotheses, namely: 1) the effect of workload on job satisfaction 2) the effect of workload on employee performance, 3) the effect of burnout on job satisfaction, 4) the effect of burnout on employee performance and 5) the effect of job satisfaction on employee performance. The results are shown in Figure 1 and Table 1.

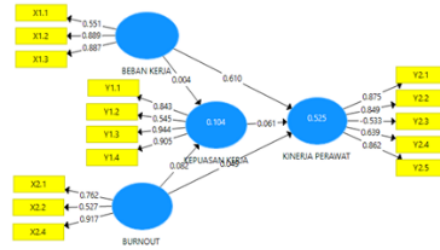


Figure 1. Path Coefficient of Workload, Burnout, Job Satisfaction, and Employee Performance Variables.

Table 1. Direct Influence of Workload, Burnout, Job Satisfaction, and Employee Performance

Variabel	Original sample (o)	Sample Mean	Standard Deviation (STDEV)	T Statistics	P Values
X1-> Y1	-0.068	-0.112	0.178	0.382	0.703
X1-> Y2	0.580	0.617	0.156	3.707	0.000
X2-> Y1	0.291	0.202	0.208	0.977	0.329
X2-> Y2	-0.170	-0.138	0.098	1.742	0.082
Y1-> Y2	-0.179	-0.192	0.137	1.309	0.191

Source: data processed, 2019

Based on the results of data processing shown through Figure 1 and Table 1 can be explained as follows:

1) The Effect of Workload on Job Satisfaction

Workload has a negative effect of -0.068 on job satisfaction, and the relationship is not significant at the 0.05 level because the P Value > 0.05 is 0.703.

2) The Effect of Workload on Employee Performance

Workload has a positive effect on employee performance by 0.580, and the relationship is significant at the 0.05 level with a P Value < 0.05 ie 0,000.

3) The Effect of Burnout on Job Satisfaction

Burnout has a positive effect of 0.291 on job satisfaction, and the relationship is not significant at the 0.05 level with a P Value of 0.329.

4) The Effect of Burnout on Employee Performance

Burnout has a negative effect of -0.170 on performance, and the relationship is significant at the level of 0.10 with a P Value of 0.082.

5) The Effect of Job satisfaction on Employee Performance

Job satisfaction has a negative effect of -0.179 on employee performance, and

the relationship is not significant at the 0.05 level with a P Value of 0.191.

#### Testing for Indirect Effects

Testing the indirect effect between workload variables on employee performance through Job Satisfaction and burnout variables on employee performance through Job Satisfaction can be seen in Figure 2.

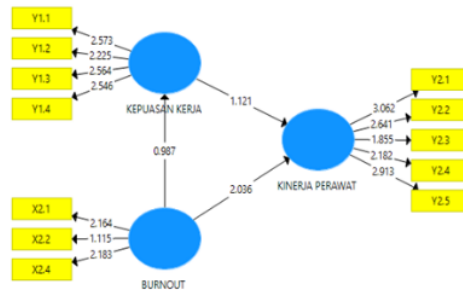


Figure 3. The Role of Job satisfaction in Mediating the Effect of Burnout on Employee Performance (Indirect Effects).

The Role of Job satisfaction in Mediating the Effect of Burnout on Employee Performance. Job satisfaction is not a mediation between burnout and employee performance.

## V. CONCLUSION

The conclusions that can be summarized from the results of the description and analysis results of this study are:

The effect of workload on job satisfaction shows that workload has a negative effect on job satisfaction and the relationship is not significant. These results mean that the workload of Klungkung Regional Hospital staff does not significantly affect employee performance.

The effect of workload on employee performance shows that workload has a positive effect on employee performance and the relationship is significant. These results give the meaning that the workload of Klungkung Regional Hospital staff has a significant impact on improving employee performance.

The effect of burnout on job satisfaction shows that burnout has a positive effect on employee performance and the relationship is not significant. These results mean that the workload of Klungkung District Hospital staff has a significant impact on employee performance.

The influence of burnout on employee performance shows that burnout has a negative effect on employee performance and the relationship is significant. These results mean that the workload of Klungkung Regional Hospital staff has increased,

contrary to the decline in employee performance.

The effect of job satisfaction on employee performance shows that job satisfaction has a negative effect on employee performance and the relationship is not significant. The role of job satisfaction in mediating the effect of workload on employee performance shows that job satisfaction is a perfect mediation between workload and employee performance because the relationship between workload and employee performance is not significant.

The role of job satisfaction in mediating the effect of workload on employee performance shows that job satisfaction is a perfect mediation between workload on employee performance because the relationship between workload and employee performance is not significant. While the indirect relationship between workload and job satisfaction is significant as well as the relationship between job satisfaction and significant performance.

The role of job satisfaction in mediating the effect of burnout on employee performance shows that job satisfaction is not a mediation between burnout and nurse performance, because the direct relationship between burnout and performance is significant, while the indirect relationship between burnout and job satisfaction is significant but the relationship between job satisfaction with insignificant performance.

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