



The Effect Of Burnout And Work Life Balance Towards Satisfaction As Well As The Implications Of The Performance Of Public Hospitals In Boven Digoel

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Abstract

Effect of Burnout and Work Life Balance on Job Satisfaction and Its Impression on the Performance of Employees at the Boven Digoel Regional General Hospital. (Supervised by Abdul Rahman Kadir and Nurdjanah Hamid). This study aims to determine the effect of burnout and work life balance on the performance of employees of the Boven Digoel Regional General Hospital both directly and indirectly with job satisfaction as a mediating variable. This research is a quantitative study using a questionnaire to collect data related to predetermined variables and then processed using the help of SmartPLS software with a structural equation model (SEM) method. The results found that Burnout has no positive and significant effect on job satisfaction, there is a positive and significant effect of work-life balance on employee job satisfaction, there is a positive and significant influence of Burnout variables on employee performance, there is no positive and significant effect Work life balance has an influence on employee performance, there is a positive and significant effect on job satisfaction variables on employee performance, Burnout does not have a negative and significant effect on the performance of Boven Digoel Regional Hospital Employees through job satisfaction, there is no positive and significant effect on Work life balance on employee performance at General Hospitals Boven Digoel area through job satisfaction.

Keywords : *Burnout, Work Life Balance, Job Satisfaction, Employee Performance*

INTRODUCTION

Each organization is able to gain maximum profit with minimal use of resources, even though competitive pressures are getting stronger than ever. This also happens to the public hospital agencies where it is required to achieve the maximum target and service to the community.

Superior human resources are one of the main requirements for the purpose that an organization has set. Organisations should target something that must be accomplished within a certain time to their employees. According to Sutrisno (2010), human resources should have the ability to face the demands of globalization in order not to consider the work as a burden. The eventual condition that arises that is not the meaning of work, employees who consider the work as a burden can be said as human resources that have a low work ethic.

In order to maintain the satisfaction and performance of General Hospital employees are required to be always standby in giving maximum service to the community. In general, many organizations today are already implementing the Work-life balance program.

Singh and Khanna (2011) expressed work-life balance as a broad concept involving the proper determination of priorities between the "work" (career and ambition) on one side and "Life" (Happiness, leisure, family, and spiritual development) on the other. Another thing that should be considered in maintaining the satisfaction of work is to maintain the condition of emotional fatigue or commonly referred to as burnout. Burnout is also a form of physical and mental fatigue caused by long-term involvement in situations filled with emotional demands in the work.

It also happens to doctors in charge of the Boven Digoel General Hospital who sometimes have to serve the community and should be ready to get to the hospital anytime when a patient comes in. It is not uncommon for doctors to get to hospital while resting at home or gathering with their families. In 2019 employees of the District General Hospital Boven Digoel resigned due to the burnout and work life balance of 9 people.

Based on the theory, previous research and pre-research conditions found the authors are interested in conducting research under the title " *The Effect Of Burnout And Work Life Balance Towards Satisfaction As Well As The Implications Of The Performance Of Public Hospitals In Boven Digoel*"

LITERATURE REVIEW

Human Resource Management

Human resource management is one of the important elements that will spin the company's wheels continue to run. According to Nawawi in Gaol (2014:44), human resources is a person who works and serves as an organizational asset that can be computed in number (quantitative) and human resources is the potential to be the driving organization.

Subekhi and Mohammad (2012:21) stated that human resource management is as a management and utilization of resources that exist in individuals (employees). The management and utilization of it is developed optimally in the workforce to achieve organizational objectives and individual development of employees. According to Subekhi and Mohammad (2012:39) that the function of human resource management consists of planning, organizing, directing, controlling, procurement, development, compensation, integration, maintenance, discipline, termination. Implementation of the function to achieve four general objectives, namely personal objectives, functional objectives, organizational objectives and social objectives according to Sunyoto (2015:8)

Burnout

Burnout is also a form of physical and mental fatigue caused by long-term involvement in situations filled with emotional demands in the work. Organisations must maintain working conditions to keep employees happy with their work and avoid the condition of burnout. The use of the term burnout began to appear in 1970 in the United States with some regulations. A clinical psychologist named Herbert Freudenberger in 1974 used the term burnout to point to the tremendous stress and fatigue conditions experienced by volunteers at a free clinic in New York that works to deal with drug dependence (Lailani et al., 2005).

Leatz & Stolar (in Lailani et al., 2005) defines burnout as emotional and mental fatigue caused by a situation that highly demands emotional and stressful involvement, combined with high personal expectation to achieve high performance. Maslach (in Lailani et al., 2005) as the founder of Maslach Burnout Inventory-Human Service Survey (MBI-HSS) presents three-dimensional burnout that is emotional exhaustion, depersonalization (depersonalization) and low self-esteem (low personal accomplishment).

Based on some of the above definitions it can be concluded that burnout is a form of psychic tension in the form of emotional fatigue as a leading indicator, resulting in a person losing the interest and meaning of his work so that ultimately resulted in a reduced professional success.

Work-Life Balance

The term work-life balance at the time has been used to replace what is commonly

known as work-family balance (Lazar et al. 2010). Work-family balance is the rate at which one is able to balance the demands of time, emotions and attitudes of work and family responsibilities simultaneously (Hill et. al. 2001). Work-life balance is very important for organizations and individuals. Djajendra in Darmawan, [et.al](#) (2016) said that work-life balance can create a superior work ethic. Singh and Khanna (2011) expressed work-life balance as a broad concept involving the proper determination of priorities between the "work" (career and ambition) on one side and "Life" (Happiness, leisure, family and spiritual development) on the other. According to Clarke (in Lazar et al., 2010), work-life balance is a point of balance between the amount of time and effort (effort) of a person working with his or her personal activities, to maintain a harmony of life.

The benefit of work-life balance for the organization according to Lazar et al (2010) is to reduce the destruction (absenteeism) and delay (lateness), increase productivity & organizational image, the commitment and loyalty of employees, increased retention of valuable employee and reduced staff turnover rate. While the benefits of work-life balance for employees are increased job satisfaction, higher job security, increased control of work-life environment, reduced working stress levels and the increasing physical and mental health (Junaidin et al., 2019).

McDonald's in Lazar et al., (2010) suggests five things to be considered by the organization when they want to improve the work-life balance of their employees:

1. Managerial support
2. Organizational Time expectation
3. Gender perceptions
4. Co-worker support

Job Satisfaction

Job satisfaction is something that must be considered for every organization or not an organization and it is individual because each individual will have a different level of satisfaction according to the values that apply in each individual. The belief that employees who are satisfied more productive than dissatisfied employees has even become a basic trust for managers over the years, where various research began to prove it (Robbins and Judge, 2015) and defines job satisfaction as a positive feeling of work as a result of the evaluation of the character of the work.

Job satisfaction can be influenced by several factors. As'ad in Nurendra and Saraswati (2016) argues that bringing the work satisfaction of a person can be influenced by many factors, some of which are psychological factors that include interests, attitudes, skills and tranquility in the employee's perceived work, then social factors or interactions with fellow employees, physical factors related to environmental physical conditions and employees themselves and the latter are financial factors related to salary , social security, benefits, facilities, promotions and so on.

The Employee Performance

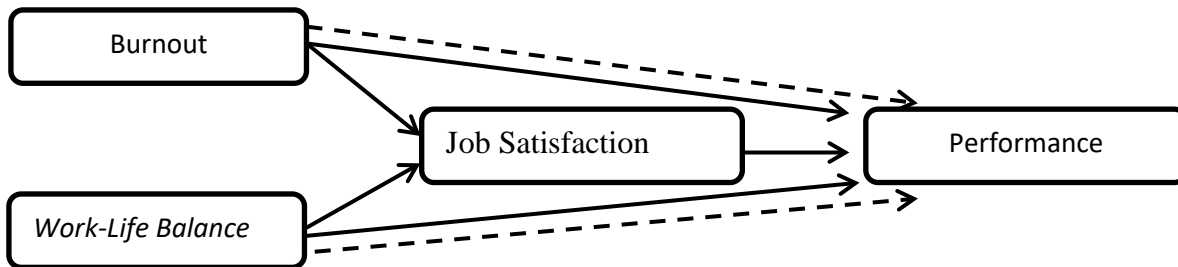
The employee performance was defined by the Mangkunegara (2009) As a result of work in quality and quantity achieved by an officer in carrying out his duties in accordance with the responsibilities given to him. As an organization, the company wants to thrive and defend against environmental changes and organizational needs. To know the success in carrying out the work needs to be done performance assessment(Firmansyah et al., 2020). Successful and effective organizations are organizations with individuals who have good performance. In conclusion, if the employees who work in an organization have a good performance then effectiveness or success an organization will be achieved (Hardiyono et al., 2017).

Rivai (2009:549) explains the performance of one person's overall success during a particular period in carrying out the task as compared to the possibilities, such as the standard of work, target or pre-determined criteria, and has been agreed together. Employee performance is crucial in the company's effort to achieve its objectives. According to Mathis and Jackson

(2006:378) performance is essentially what the employee does or does. Common employee performance for most sponsored include elements i.e. quantity of results, quality of results, timeliness and results, attendance and ability to work together

Conceptual Framework

Tsigilis & Koustelios (in Kanwar et al., 2009) states that burnout and job satisfaction is a affective working response and having a negative relationship means the lower the burnout the work satisfaction is increasing. Another study conducted by Verma (in Sharma, 2010) also found the same thing that there was a negative relationship between burnout and job satisfaction. The importance of work-life balance, burnout, and employee satisfaction can then be depicted on the following thought frameworks:



Conceptual Skeleton Picture Research

RESEARCH METHOD

Location and Research Design

Research time used during research until the completion of the thesis is estimated to be approximately two months starting from November 2019 until January of 2020 at the District General Hospital Boven Digoel.

Population or Samples

The population of this study was all employees of the District General Hospital Boven Digoel as much as 270 people. The samples in this study were determined to use the standard Slovin formula of 5% error so that the number of samples in this study was as much as 162 respondents

Data Collection Method

In this research, the type of data collected is primary data and secondary data. To collect primary and secondary data researchers use a questionnaire technique.

Questionnaire, is a method of data collection done by providing questions to the respondent with a questionnaire guide. Kusioner consists of open questions, which are questions relating to the identity of the respondent to choose one of the answers available. Questions were made in the form of a poll using a Likert 1-5 scale which each represents the opinion of the respondent.

Data Analysis Method

Analysis of data in this study using Partial Least Square (PLS) method. Analysis Path using SmartPLS software that can be used on any type of data scale (nominal, ordinal, interval, and ratio) as well as more flexible assumptions requirement. SmartPLS is also used to measure the relationship of each indicator with its construction.

EMPIRICAL RESULT

Research Results

Based on the data that has been done, the results can be used to answer hypotheses for this study. The hypothesis test on this study was conducted by looking at T-Statistics. Hypothesis testing between the construct is done with the bootstrap resampling method. Path Coefficients. The Rule of thumbs from the supporting hypothesis of a research is that if the coefficient or the direction of a variable relationship (indicated by the original value of the sample) is aligned with the hypothesized and if the T-Statistic value is more than 1.64 (twotiled) or 1.96 (one tiled) and probability value (P-value) is less than 0.05 or 5%. The following is the result of a hypothesis test obtained in this study through the inner model:

Tabel T-Statistics

Hipotesis	Pengaruh	Original Sample (O)	T Statistics (O/STERR)	Hasil
H1	Burnout (X1) -> Satisfaction (Y1)	0.042672	0.373494	Rejected
H3	Burnout (X1) -> Employee Performance (Y2)	1.135692	2.727493	Accepted
H5	Satisfaction (Y1) -> Employee Performance (Y2)	0.537126	3.199895	Accepted
H6	Satisfaction (Y1) * Burnout (X1) -> Employee Performance (Y2)	1.152001	2.215923	Accepted
H7	Satisfaction (Y1) * Work Life Balance (X2) -> Employee Performance (Y2)	0.351440	0.546019	Rejected
H2	Work Life Balance (X2) -> Satisfaction (Y1)	0.828880	8.204166	Accepted
H4	Work Life Balance (X2) -> Employee Performance (Y2)	0.188412	0.385759	Rejected

Source: Processed primary Data (2020)

Based on the data offerings in the table above, it can be noted that out of the three hypotheses proposed in this study, all of which are acceptable because each of the influences indicated has a T-Statistics value of > 1.96. So it can be declared independent variables to its dependencies have a significant influence.

Discussion

Based on the results of the data processing that has been done to answer the proposed hypothesis, it is known that not all hypotheses are accepted. This indicates that there are influences of each independent variable with the dependent. The following is an analysis related to the influence of variables according to the proposed hypothesis:

1. Burnout negatively and significantly affect the work satisfaction of public hospital employees of the Boven Digoel district.

Hypothesis 1 was conducted to test whether Burnout was negatively influential and significant to the work satisfaction of the public hospital clerk of the Boven Digoel district. After testing, the results found that Burnout did not give a significant influence on the work satisfaction of the public hospital employees of the Boven Digoel district. The hypothesis test results show that the value of the parameter coefficient is 0042 and the test result inner model, T-Statistic shows the

value of 0373 which is smaller than the value 1.96 so that it concludes that the hypothesis 1 is rejected.

The results of this study can explain that the Burnout variable is still not able to provide a better impact of employee satisfaction work. This means that the contribution of human resources in the District public hospital Boven Digoel is still not reliable to improve employee satisfaction. The lack of Burnout contributions to employee work satisfaction can occur due to conditions:

- a. Emotional exhaustion that is endless emotional sources from within the individual who marked the feeling of frustration, despair, sadness, feelings of saturated, irritable, irritable without cause, easy to feel tired, depressed and feeling stuck in the job.
- b. Depersonalization is an individual tendency to avoid the social environment, be cynical, apathy, unfeeling, regardless of the environment and people surrounding it. This dimension illustrates the burnout exclusively for the work in the field of humanitarian services (human service).
- c. Low personal accomplishment is an individual tendency to evaluate its performance negatively. Individuals who judge themselves often experience dissatisfaction with their own work and feel they never do anything useful to themselves or to others.

2. Work life balance effect is positive and significant to the work satisfaction of the employees of the district General Hospital Boven Digoel..

Hypothesis 2 was conducted to test the effect of Work life balance on the work satisfaction of the public hospital clerk of the Boven Digoel district. From the test results found that the Work life balance has a positive and significant effect on the work satisfaction of the local public hospital officers Boven Digoel. Can be viewed result parameter coefficient value of 0828 and test inner model, T-Statistic shows the value of 8,204 which is greater than 1.96 value so that it concludes that hypothesis 2 is acceptable.

The results of the test explained that the Work life balance has a positive and significant effect on the work satisfaction of the employees of the Boven Digoel District General Hospital, meaning that Work-family balance is the rate at which one is able to balance the demands of time, emotions and attitudes of the work and responsibilities of the family simultaneously. This means that it has been managed quite well to help promote the work satisfaction of the public hospital employees of the Boven Digoel district. If viewed based on resource-Based theory, human resources are the only resources that have the feeling, desire, skill, knowledge, encouragement, power and work (ratio, flavor and carsa). All of its HUMAN potential has an impact on organizational efforts to achieve goals. From the above sense it can be concluded that human resources are the most valuable asset in an organization that helps organizations to operate and achieve their objectives. Sutrisno (2014:3),

The opinion above is in accordance with the fact that employees at the District public hospital Boven Digoel understand if work-life balance can lead to job satisfaction. The coefficient path test result in the evaluation of the inner model scheme, it is revealed that the influence of work-life balance on the employee's performance has the strongest significance of the six influences among the other variables indicated by the T-Statistics value of 8,204. This is because the work-life balance plays a direct role in the process of achieving the job satisfaction of the employees of the District public hospital Boven Digoel, so that the findings related to work-life balance can not only increase productivity or performance, but also can improve organizational loyalty and job satisfaction.

3. Burnout negatively affect the performance of the employees of the District public hospital Boven Digoel.

Hypothesis 3 was tested to explain the influence of Burnout on the employee's performance of the Boven Digoel District General Hospital. The H3 test results found that Burnout was positively linked to employee performance. Of the two independent Varibells studied, Burnout is a varibell that can contribute positively to the performance of the employees of the district General Hospital Boven Digoel. This proves that the role of burnout is a form of psychic tension in the

form of emotional fatigue as a leading indicator, resulting in a person losing the interest and meaning of his work so that eventually resulted in a reduced professional success that can be managed well by the District General Hospital Boven Digoel.

The hypothesis test results show the magnitude of the parameter coefficient of 1,135 which means there is a positive influence of Burnout on the performance of the employees of the Boven Digoel District General Hospital, with a T-Statistics value of 2,727, thus the indicated hypotheses are acceptable.

4. Work life balance has positive and significant effect on the employee's performance of the Boven Digoel District General Hospital.

The 4th hypothesis was conducted to test the influence of the Work life balance affecting the employees of the Boven Digoel District General Hospital. From the test results found that Work life balance affects employees ' performance on the company's financial performance. Can be seen from the test result inner model, T-Statistic shows the value of 0385 which is smaller than the value of 1.96 so it concludes that the 4 hypothesis is rejected.

The results of this test explain that there is no positive and significant influence. It proves that the Work life balance is not proven to have a positive influence on the performance of the employees of the district General Hospital Boven Digoel.

5. Job satisfaction positively and significantly affect the employee performance of the Boven Digoel District General Hospital.

Hypothesis 5 was conducted to test the effect of work satisfaction on the public hospital employees ' performance of the Boven Digoel district. From the results of the test was found that the job satisfaction was positive and significant to the performance of the employees of the district General Hospital Boven Digoel. Can be seen from the test result inner model, T-Statistic shows the value of 3,199 which is greater than the value of 1.96 so it concludes that the 5 hypothesis is acceptable.

The results of this test explained that the employee satisfaction at the District public hospital Boven Digoel has been managed quite well. That means more and more aspects in the work that fit the individual wishes, the higher the level of satisfaction perceived.

6. Burnout positive and significant to the performance of employees of the District General Hospital Boven Digoel through work satisfaction.

Hypothesis 6 was conducted to test the effect of a significant Burnout on the performance of employees of the District General Hospital Boven Digoel through job satisfaction. From the test results it was found that Burnout was positive and significant to the employees of the District public hospital Boven Digoel through job satisfaction. Can be seen from the test result inner model, T-Statistic shows a value of 2,215, which is greater than the value of 1.96 so it concludes that the 6 hypothesis is acceptable.

The results of this test explain that Burnout positively influence and the significant impact on the employees of the District public hospital Boven Digoel through work satisfaction means the condition in which the variable Burnout is managed quite well. Where emotional and mental fatigue is caused by a very demanding situation of emotional and stressful involvement, combined with high personal expectation to achieve high performance.

7. Work life balance has positive and significant effect on the employee's performance of the Boven Digoel District general Hospital through job satisfaction.

The seventh hypothesis was conducted to test whether the Work life balance was affected by the public hospital employee's performance of the Boven Digoel district through job satisfaction. Table 4.7 Describes the hypotheses that Work life balance against the employees of the District public Hospital of Boven Digoel through job satisfaction has no influence. Can be seen from the result of the parameter coefficient value of 0351 and test inner model, T-Statistic shows the value of 0546 which is smaller than the value 1.96 so that it concludes that the 7 hypothesis is rejected.

This means that the results of the study stated that Work life balance has no effect on employees ' performance through employees ' job satisfaction variables of the current and future Boven Digoel District General Hospital, as well as performance improvements. The Boven Digoel Regional General Hospital in this study is considered to have not contributed positively to the improvement of the performance of employees that are directly affected by the Work life balance variable.

CONCLUSION

Based on the results of this study, it can be concluded:

1. Data analysis results show that Burnout has no positive and significant effect on the work satisfaction of the public hospital employees of the Boven Digoel district.
2. Data analysis results show that there is a positive and significant influence of work-life balance to the satisfaction of the employees of the public hospital District general Boven Digoel.
3. Data analysis results show that there is a positive influence and the impact of the variable Burnout on the employee performance of the District general Hospital Boven Digoel.
4. Data analysis results show that there is no positive and significant influence of Work life balance on the performance of employees of the District General Hospital Boven Digoel.
5. The results of data analysis indicates there is a positive and significant influence of work satisfaction variables on the performance of the employees of the district General Hospital Boven Digoel.
6. Data analysis results show that there is a significant positive influence and burnout on the performance of public hospital officer of the Boven Digoel district through job satisfaction.
7. Data analysis results show that there is no positive and significant influence of Work life balance on the performance of employees of the District General Hospital Boven Digoel through work satisfaction

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