



The Effect Of Workload And Organizational Culture On Burnout With Work Stress As A Mediation Variable (Study On Employees Badan Penyelenggara Jaminan Sosial "Bpjs" Kesehatan Padang City)

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ABSTRACT

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The purpose of this research is to analyze the factors which cause employees to burnout in working, which include workload and organizational culture on burnout with work stress that employees feel as a mediation variable. Burnout is an important thing that must be considered by company management in managing company resources or employees. The population in this study are employees of Badan Penyelenggara Jaminan Sosial BPJS Kesehatan Padang City, West Sumatera with a sample of 83 employees. The analytical method used descriptive statistical analysis and factor description analysis using SmartPLS 3.0. The result of this study shows that workload has a positive and significant effect on work stress; organizational culture has a negative and significant effect on work stress; workload, organizational culture, and work stress have a significant impact on burnout; work stress as a mediating variable has an effect on the workload on burnout and organizational culture on burnout.

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1. Introduction

Burnout is what is experienced psychologically which involves feeling, motive, and expectation means what he feels is very bad and related to stress or other things (Kelly et al., 2020). When someone experiences burnout, he shows or shows his absence (Sanchez-Gomez & Bresó, 2020). According to data from the World Health Organization (WHO) from a health model made in 2020 with a prediction of psychological disorders, namely feeling tired will lead to depression from what they do. The results of the Japanese Ministry of Manpower study on 12,000 companies involving around 16,000 workers showed that if 65% of workers complained of fatigue due to routine work, 28% complained of mental fatigue and 7% complained of stress and feeling isolated (Deyulman, 2018).

Rasip & Syahrina (2020) stated that burnout can occur from what is felt by the workers who are sick, often tantrums, and others. Employees or contract employees will feel bored, easily offended and others, if assignments are not carried out optimally, the impact is replaced and causes unwillingness or new employees need to work optimally and cause burnout. The impact of burnout for organizations or companies is the decrease in the frequency of coming to work or which affects efficiency. As a result of this, there will be a decrease or poor employee performance, then with the emergence of conflicts within the scope of employees (Atmaja & Suana, 2018).

However, of course, various problems occur in BPJS Kesehatan such as the Burnout problem due to the workload of the employees, who are tired of working. Researchers chose BPJS Kesehatan as the object of research because researchers found workloads and organizational culture that caused employees to be stressed at work, causing many employees to feel burnout, one of which was BPJS Kesehatan Padang City participating in helping the government, especially the Padang City government in overcoming the Covid-19 problem and provide health service guarantees to Padang City society who have been affected by Covid-19. This high workload causes employees to be tired at work and causes employees to get sick in August 2021 which have 9 employees who were sick due to workload and cause sick employees, the increase in the



number of employees who were sick due to tired work occurred in December 2021 which has 11 sick employees.

The research conducted shows that the workload affects the good and clear of burnout (Xiaoming, 2018). The results of Dondokambey (2018) study if the workload will have a positive influence on burnout. Jonathan (2019) states that workload has a positive and significant effect on burnout. Buerden (2019) if the workload will affect well and clear from what is given to employee fatigue.

The trigger for burnout is not only the workload but also the organizational culture. Organizational culture is a shared perception held by members of the organization (Hesti, 2019). Workers have a set of attitudes, values, and procedures that reflect the characteristics of members (Wrei and Bedeian, 2009). Organizational culture is a pattern of basic assumptions which created, discovered, or developed by certain groups to learn to cope with problems of external adaptation and internal integration, and which have worked well. Therefore, it is taught to new members as a way to feel and think about the problem (Kreitner, 2010).

The writers' field survey did by a question and answer dialogue with one of the employees of Padang City BPJS Kesehatan, in terms of organizational culture at Padang City BPJS Kesehatan, the employee explained that nowadays employees are highly required to achieve organizational goals such as employees who are required to be able to increase the number of society who are members and become members of health insurance, besides that employees are also required to raise awareness of health insurance members not to be in arrears or late in paying membership dues and follow up on registered members who are late in paying health insurance contributions.

Furthermore, the employees of BPJS Kesehatan Kota Padang as respondents also mentioned that one of the unfavorable organizational cultures that occurred was that the management of BPJS Kesehatan Kota Padang only assessed the work of employees without paying attention to the employee's process to complete the work. This causes employee fatigue at work to continue to increase due to the organizational culture at Padang City BPJS Kesehatan which is considered not good.

Work stress can be interpreted as an individual's response to circumstances and events that become a threat or suppression in decreasing the ability he faces (Greenhaus and Beutell, 2007). The role of job stress with the definition of simultaneous events, the formation and role of its implementation, with the placement of burnout, from an employee determining expectations or other roles (Qureshi et al., 2013). Jones, Norman, & Wier (2010) state that "when work stress is higher from workers, the higher the impact on workers and company organizations. Dewi & Riana (2019) state that work stress will arise when there is a gap between individual abilities and demands. With such things, employees cannot manage stress levels, then what employees feel. This work stress causes someone to be bored, causing fatigue at work. Based on the background of the problems above, the authors are interested in conducting further research on: "The Effect of Workload and Organizational Culture on Burnout with Work Stress As A Mediation Variable on Employees Badan Penyelenggara Jaminan Sosial (BPJS) Kesehatan Kota Padang."

Literature Review , According to Maslach (2008), burnout is fatigue both physically and emotionally, causing the development of negative concepts or lack of concentration from the situation. Burnout is a condition that becomes a barrier to achieving or changing one's attitudes and behavior from their work or a tendency to be cynical. Priansa (2016) also states that burnout is a form of fatigue that has an impact on a person, with the needs and what is desired with both. It becomes the reason they feel like there is pressure of their own. Coming from clients who need them also causes fatigue in a person which results from the emergence of stress for someone. Griffin (2014) also states that burnout is a feeling of tiredness that will allow a person to be stressed. Burnout is usually experienced in the form of physical, mental, and emotional exhaustion. Then the ease of dizziness can not concentrate, easy to get sick with someone solved.

The research conducted by Sari (2019) stated that the results of the research conducted showed that workload influenced work stress. The heavier the workload, the higher the perceived work stress. Vice versa, the lighter the workload received, the less work stress will be. A workload is several activities that must be completed by an organizational unit or certain position holder within a certain time, so it is possible that a heavy workload can make you tired both physically and mentally, thus slowly triggering stress at work. The results of this study were also stated by Yosiana (2020) who stated that a high workload can cause psychological anxiety, mental disorders, and fatigue. Based on this description, it can be concluded that the first hypothesis in the study is stated as follows: There is a positive and significant effect of workload on employee work stress (H1).

Sofiana (2021) states that organizational culture can trigger stress in employees, organizational culture that is not suitable for an employee will tend to create work stress for employees. Organizational culture tends to lead to employee stress because someone does not feel comfortable with the organizational culture while working. The research conducted by Yoga (2018) states that organizational culture has a significant effect on work stress, meaning that when employees feel an uncomfortable culture at work, it will create pressure and cause work stress for employees. Based on this description, it can be concluded that the second hypothesis in the study is stated as follows: There is a negative and significant influence of organizational culture on employee work stress (H2).

Several studies have shown that workload influences Xiaoming's burnout (2018), meaning that when an employee has many tasks to complete under pressure and limited time which is not appropriate for the employee's ability to complete the task when too much work will cause a person's physical or mental fatigue (burnout) that occurs in a person. Then Dondokambey (2018) states that workload affects burnout, workload problems have an impact on the level of burnout experienced by employees, the problem of course becomes the cause of burnout in a person because it does not match the expectations of employees with the provisions set by the company. Based on this description, it can be concluded that the third hypothesis in the study is stated as follows: There is a positive and significant effect of workload on employee burnout (H3).

Several studies have shown that organizational culture influences burnout (Zulkarnain et al., 2015), someone who feels a bad organizational culture will cause work burnout this is because the person feels uncomfortable at work so they will tend to experience burnout. Then (Ghorbanian, 2018), improving organizational culture, can reduce burnout. One of them is by increasing the work motivation provided by the company so that employees feel the support that has an impact on employees' passion at work. Based on this description, it can be concluded that the fourth hypothesis in the study is stated as follows: There is a negative and significant influence of organizational culture on employee burnout (H4).

Several studies have shown that work stress influences burnout Wu et al (2019) this means that the higher the work stress, the higher the burnout, individuals who experience work stress if the pressure experienced by a worker is permanent for a long period of time. this will lead to high burnout. The same study was also conducted by Zeinalpour (2020) which stated that work stress influences burnout. This means that the higher the work stress of the employee, the higher the burnout of the employee. Research also conducted by Ramadhi & Rivai (2021) states that this is because employees feel that they are under high enough pressure so that which tends to cause burnout. Based on this description, it can be concluded that the fifth hypothesis in the study is stated as follows: There is a positive and significant effect of stress on employee burnout (H5).

The results of research conducted by Atmaja & Suana (2019) stated that stress can be done through mediation. Due to a prolonged period, the employee's burnout attitude at work will occur directly, so in this case, surely the management must be able to evaluate each employee at work so that they can avoid things related to work stress and workload experienced by employees if this If it continues to be sustainable, employees burnout will occur. Based on this description, it can be concluded that the sixth hypothesis in the study is stated as follows: The influence of work stress in mediating workload on employee burnout (H6).

Aghaei (2020) states that work stress can mediate the influence of organizational culture on burnout, meaning that when the culture is not good in an organization, it will cause stress to employees so that this ongoing stress often occurs, it will cause emotional and physical fatigue that occurs on someone or burnout, this will certainly have a bad impact on the company. Based on this description, it can be concluded that the seventh hypothesis in the study is stated as follows: The influence of work stress in mediating workload on employees' burnout (H7).

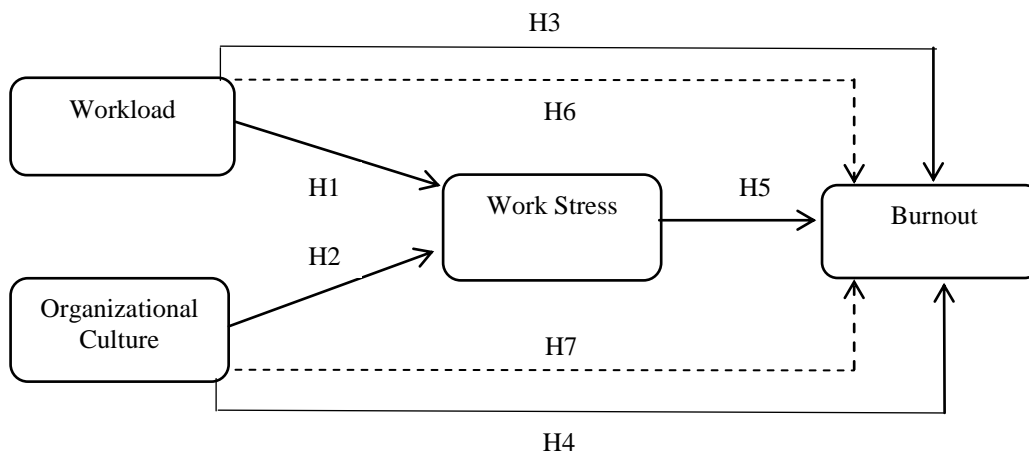


Fig 1. Research Framework

2. Methods

The object of research explains what and who is the object of research, where, when the research is carried out, the addition of other things needed (Umar, 2015). The object of this research is the employees of Padang City BPJS Kesehatan. The type of research used is causative, which is research with the aim of determining the causal relationship between the problem phenomena with those that affect the research variables. The research was conducted using quantitative methods, using statistical analysis by empirically testing the relationship between study variables (Sekaran, 2017).

The population in this study were employees of Badan Penyelenggaraan Jaminan Sosial BPJS Kesehatan Padang City with the position of Head of Division and Staff with a total population in this study of 83 employees (source: BPJS Kesehatan Padang City, 2022). This study took a sample of 83 employees as proposed by Sugiyono (2018), saturated sampling is a sampling technique when all members of the population are used as samples. The identity of the respondents was analyzed based on 7 characteristics, namely gender, age, education, length of work, position, employment status, and marital status.

This study uses burnout as the bound variable. Burnout means the fatigue felt by employees in working at the Badan Penyelenggara Jaminan Sosial BPJS Kesehatan Padang City. There are two independent variables as factors that affect burnout, namely workload and organizational culture. In addition, this study uses work stress as a variable that mediates the relationship between workload and organizational culture on burnout. The questionnaire applied a 5-point Likert scale and was guided by a questionnaire that had been developed by previous researchers and modified according to research needs described in Table 1. The questionnaire was given to respondents in the form of a Google Form by creating a web link.

Table 1. Questionnaire References

Research Variable	Author	Number of question
Workload	Valdehita (2017)	8
Organizational culture	Robbins (2014)	14
Work stress	Jalagat (2017)	6
Burnout	Maslach (2008)	6

This study will use SmartPLS 3.0 for the data analysis method starting from the measurement model (outer model), model structure (inner model), and hypothesis testing (Ghozali, 2016). PLS according to (Ghozali, 2016), is an approach from covariance-based Structural Equation Modeling (SEM) to variant-based. Covariance-based SEM generally tests causality/theory, while PLS is more of a predictive model. PLS is the method and used as confirmation of the study theory. The measurement model test was conducted to measure the validity and reliability tests. While structural model testing is carried out to test causality or to



test hypotheses. Data analysis includes outer model, convergent validity, discriminant validity, reliability, and structural model testing (inner model) to test the hypothesis, coefficient of determination (R²), the relevance of prediction (Q²), Path Coefficient to describe the results that affect the construct and test the mediation effect.

3. Result and Discussion

To analyze the data in this study, the LRA technique was used, namely, the data for each variable in this study was calculated to know the distribution of respondents' answers to each variable and indicator. Table 2 shows that the LRA of this research variable is in the range of a quite good category to a good category. The highest LRA score is the organizational culture and works stress variables with a percentage of 81% while the lowest LRA score is the workload variable with a percentage of 67.6%.

Table 2.
Results of Descriptive Variables

Research Variable	N	Mean	TCR	Category
1.Workload	83	3,38	67,6%	Fairly Good
2.Organizational culture	83	4,05	81%	Good
3.Work stress	83	4,05	81%	Good
4.Burnout	83	4,04	80,8%	Good

Convergent Validity is a construct validity that measures how far a construct is positively correlated with other constructs (Hair et al., 2014). Convergent validity relates to the principle that measures of a construct should be highly correlated. Indicators with a high loading factor have a strong contribution to explaining the latent variable and vice versa the indicators with a low loading factor have a weak contribution to explaining the latent variable. The rule of thumb used for convergent validity is outer loading > 0.7, if the value of outer loading > 0.7 then it is said that the indicator is valid and otherwise an indicator must be removed from the measurement model when the value of outer loading is < 0.7 and then the model is calculated again. The outer loading value of each research variable can be seen in the figure and table below.

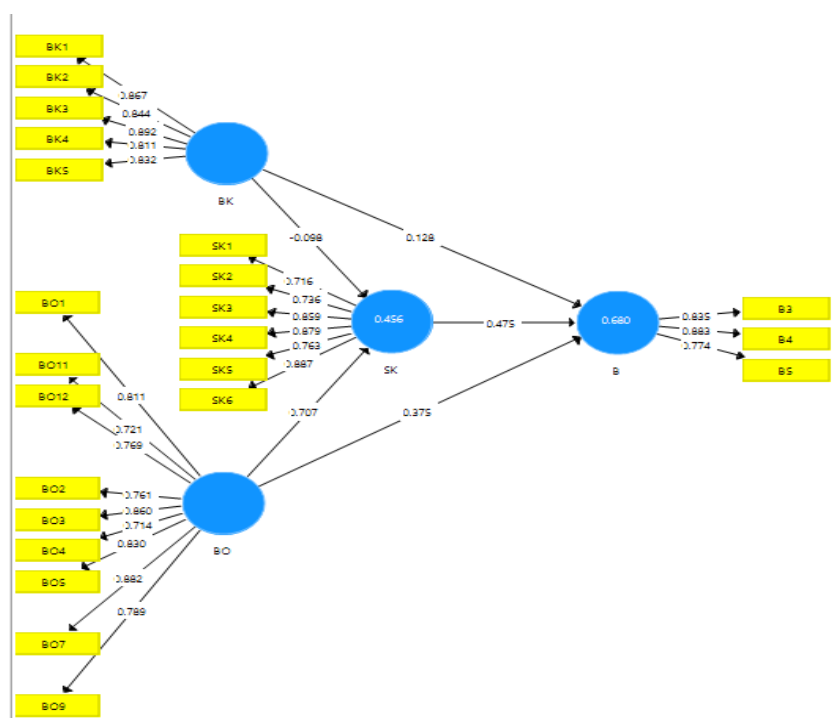


Fig 2. Outer Model

The AVE value describes the big variance or diversity of the manifest variables that can be owned by the latent variable. Thus, the greater the variance or diversity of the manifest variables that can be contained by the latent variable, the greater the representation of the manifest variable on the latent variable. The AVE value is acceptable if the value is above 0.5, meaning that more than half the diversity of the indicators can explain the latent variable. The results show that all variables have an AVE value above 0.5.

Discriminant validity refers to the extent to which certain constructs in the same model differ from each other (Barclay, Higgins & Thompson, 1995). To test discriminant validity there are three types of analysis used: Fornell and Larcker criteria, cross-loading, and heterotrait-monotrait ratio (HTMT). Based on the Fornel and Larcker test, cross-loading and HTMT ratios fulfilled the requirements of discriminant validity and are considered valid.

The reliability test is intended to regulate how much measurement can measure with a stable or consistent instrument (Hair et al. 2010). A construct is declared reliable if the value of Cronbach's Alpha and Composite Reliability > 0.7 (Hair et al. 2010). The results of Cronbach's Alpha and Composite Reliability tests have fulfilled the criteria greater than 0.7. Therefore, it can be concluded that all variables are considered reliable or have good reliability to measure the construct.

The next step in testing the structural model is to test the R-square which aims to find out how the relationship between variables, according to (Chin, 1998) the R-square value of 0.67 is categorized as strong, then if the value is 0.33 it is categorized as moderate and 0.19 is said weakly. The results of the R-square test show that the contribution of the influence given by workload, organizational culture, and work stress to burnout is 0.668, so it can be said that the contribution of the influence given by workload, organizational culture, and work stress to burnout is moderate so that it shows the accuracy of the prediction of the moderate model. Then the contribution of the influence given by workload and organizational culture to work stress is 0.442, then the contribution of the influence given by workload and organizational culture to work stress is moderate, thus indicating moderate model prediction accuracy.

According (Chin, 1998) explains that a model shows a good predictive relevance when its Q² value is greater than zero which indicates a good exogenous latent variable (appropriate) as an explanatory variable that can predict its endogenous latent variable. The result of the test is that the structural model obtained has a good prediction of relevance. This means that workload and organizational culture are appropriate as explanatory variables that can predict work stress then workload, organizational culture, and work stress are appropriate as explanatory variables that can predict burnout.

Path Coefficient will describe the contribution or influence between variables, carried out through a bootstrapping procedure. Path coefficient evaluation is used to show how strong the effect or influence of the independent variable is on the dependent variable. In short, the path coefficient is used to determine whether the research hypothesis is accepted or rejected. The hypothesis accepted or rejected can be seen on the value of the t-statistical test. If the value of the t statistic is above 1.96 (t-table) and the significance (p-value) is less than 0.05, the hypothesis is accepted. The test results can be seen in Table 3.

Table 3.
Hypotheses Testing

Hypotheses	Original Sample (O)	T Statistics ((O/STDEV))	P Values	Explanation
H1 : BK -> SK	0.398	2.353	0.007	Significant
H2 : BO -> SK	-0.107	-1.482	0.000	Significant
H3 : BK -> B	0.128	3.772	0.000	Significant
H4 : BO -> B	0.375	3.895	0.130	Not Significant
H5 : SK -> B	0.475	4.500	0.000	Significant

To interpret the results or hypothesis testing on the data of the inner model stage, it can be seen from the value of the direct influence of each independent variable on the dependent variable which is shown in Table 3. The results of hypothesis testing are as follows:

- H1: Workload has a positive and significant effect on work stress.
- H2: Organizational culture has a negative and significant effect on work stress.
- H3: Workload has a positive and significant effect on burnout.
- H4: Organizational culture has a positive and significant influence on burnout.



- H5: Work stress has a positive and significant effect on burnout.

This study also uses mediating variables. According to Hair et al. (2014) argues that the mediating effect explains the influence between the independent variable and the dependent variable through the mediating variable. The test to find out whether the work stress variable mediates the workload variable on the burnout variable and the work stress variable mediates the organizational culture variable on the burnout variable. The results of the study can be seen in Table 4.

Table 4.

Mediation Testing				
Hypotheses	Original Sample (O)	T Statistics ((O/STDEV))	P Values	Explanation
H1 : BK -> SK -> B	0.246	1.350	0.000	Full mediation
H2 : BO -> SK -> B	0.336	4.326	0.000	Partial mediation

To interpret the results or mediation test on the data of the inner model stage can be seen in Table 4. The results of the mediation test are as follows:

- H6: Work stress can give a full mediating influence of the workload on burnout because the direct effect is not significant and the indirect effect is significant.
- Work stress has a partial effect of mediating organizational culture on burnout because the direct and indirect effects are significant.

4. Conclusion

Based on the direct relationship analysis of the variables in this study, it is stated that workload has a positive and significant effect on work stress; organizational culture has a negative and significant influence on work stress; workload has a positive and significant effect on burnout; organizational culture has a positive and significant influence on burnout; work stress has a positive and significant effect on burnout. The test of indirect analysis of variables in this study found that work stress can give a full mediating influence on the workload on burnout because the direct effect is not significant and the indirect effect is significant; work stress has a partial effect of mediating organizational culture on burnout because the direct and indirect effects are significant.

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