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IMPACT OF BURNOUT AND STRESS ON EMPLOYEE SATISFACTION IN WORK

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Abstract - *Organizations need several important things to achieve their goals, one of which is the organization's human resources. Every organization is required to manage its human resources towards the effective and efficient use of resources and to obtain satisfaction for employees and the organization. This study uses quantitative methods. The population of this research is employees in one company in Surabaya, which is called PT. A B C. The sample of this research was determined by using purposive sampling technique. There were 100 respondents who were taken as data sources. The type of data used in this study is primary data, namely data obtained from the results of questionnaires or interviews. The data analysis technique of this research uses classical assumption test and hypothesis test using multiple linear regression analysis. This study provides the results that there is a negative and significant effect of burnout on employee satisfaction, there is a negative and significant effect of job stress on employee satisfaction.*

Keywords: burnout, stress, employee satisfaction, working pressure, stress trigger, quality of work life, organization.

INTRODUCTION

Human resources in the organization are required to be able to manage their employees so that the output produced can be in line with expectations. Human resource management is carried out to obtain valuable assets that have potential and competence so that they work professionally. Human resources have the potential that will affect the achievement of its goals. Organizations must pay attention to the needs and expectations of employees in order to support efforts to achieve organizational goals. Meeting the needs and expectations of employees will achieve job satisfaction for employees (Yuliana et al., 2016).

The problem of job satisfaction that exists in employees is indeed very difficult to ascertain. Because satisfaction tends to change from time to time (Mardikaningsih, 2012). Employees find it difficult to accept true satisfaction (Lestari et al., 2020). For employees who work for income, employees often move from one company to another. Satisfaction at work is important because there are many parties such as employees and organizations (Andayani, 2011). Employee job satisfaction can certainly affect the results of the work shown and also have an impact on the company. Satisfaction for employees is one of the supporting factors in carrying out their work well (Darmawan et al., 2020). A person's level of satisfaction at work varies and of course also varies in achievement.

According to Luthans (2011), job satisfaction refers to the condition of employees in assessing work related to their satisfaction. Those who are satisfied with their jobs tend to be more productive. In addition, they are more involved in the work and are willing to stay in the organization for a long time (Arifin & Mardikaningsih. 2022). This is different from employees who do not feel satisfied at work (Sowmya & Panchanatham, 2011). Observations on job satisfaction are very important. This is because human resources are assets and their existence must be maintained (Al Hakim et al.,v2019). Organizational success is also determined by their productivity (Robbins & Judge, 2009). Policy makers should have intentions and actions so that employee satisfaction can be achieved ideally so that they have a high commitment to the organization (Andayani et al., 2010; Arifin & Darmawan, 2021).

Many factors affect the problem of employee job satisfaction. Several factors that affect job satisfaction, namely burnout, and job stress. In an atmosphere of working in any organization, every individual must have problems regardless of their responsibilities. This is because it often hampers the rate of performance of employees which ultimately harms the company. Burnout and work stress often arise in the world of work due to routine and high pressure in their daily lives. The importance of quality and competitive human resource management is the most important element that often determines the existence of the company where it belongs, but human resources in the organization are full of limitations in carrying out the tasks they carry out. Some problems are awareness of individual duties and responsibilities towards the main tasks and functions of each individual in the organization so that there must be an effort from the organization to improve employee performance to achieve organizational goals.

Burnout is a negative emotional reaction that occurs in the work environment, when the individual experiences prolonged stress (Darmawan, 2021). Burnout has dimensions which include emotional exhaustion, depersonalization, and decreased ability to perform routine tasks such as causing anxiety, depression, or even sleep disturbances.

Fatigue (emotional exhaustion) is a major determinant of burnout quality. Feelings of fatigue cause a person to feel exhausted at work so that a feeling of reluctance arises to do new work and is reluctant to interact with other people. Cynic or so-called depersonalization is indicated by the tendency of employees to reduce work involvement due to the

loss of hope related to work. Depersonalization is a mental technique to deal with the condition of someone who is experiencing mental exhaustion. This action is solely to protect oneself and adapt mentally. Low self-esteem leads to a tendency to judge negatively on oneself. A person may continue to feel less optimistic regarding self-competence and task execution. The existence of this view makes them always feel burdened every time there is a workload and responsibility. Excess on duties and responsibilities will only lead to a worse condition if it is not followed by mental strength. This gives rise to physical and mental exhaustion. There is the potential for emotional reactions such as anger. It is physically possible for indigestion and migraine to occur. On the other hand, if the workload given is too little, it will lead to boredom at work. They may take every job for granted and not produce a good performance. This will harm the organization.

Burnout of course will cause prolonged disturbances if not addressed immediately, the intensity that allows this to happen repeatedly will result in physical exhaustion and possibly cause emotional disturbances. They feel isolated and low self-efficacy which in turn causes disruption to work. Conditions like this certainly cause employees to not feel satisfaction at work because employees are in a depressed physical and psychological condition, uncomfortable at work due to boredom in the work they do. Therefore, burnout has a negative effect on employee job satisfaction (Piko, 2006; Ay & Avsaroglu, 2010; Federici & Skaalvik, 2012; Talachi & Gorji, 2013).

The problem of work stress in organizations is an important symptom to observe since there is a demand for efficiency at work (Salleh et al., 2008). According to Issalillah & Khayru (2021), job stress is a condition that arises as a result of the interaction between individuals, their work and their environment which is indicated by changes and pressures within themselves that allow them to act deviate from their normal functions. Adaptation to the environment will be disrupted when experiencing stress. This situation also forces employees to be able to work optimally and maximally, the tendency to work like this makes employees hit by excessive work stress. This is because employees are encouraged to continuously provide the best results from their work as their responsibilities. Stress has a negative impact on the performance of workers (Darmawan, 2015). According to Mardikaningsih & Wisnujati (2021), there is an inverse relationship between stress and employee performance. Likewise, a study from Issalillah & Wahyuni (2021) shows. Continuous stress has the potential to reduce the loyalty quality of employees (Naufalia et al., 2022).

Li et al. (2014) and Iqbal & Waseem (2013) argue that the effect of job stress on job satisfaction has a negative effect due to career development, wage stress and rewards are factors, as well as the opinion of Mansoor et al. (2011). Job stress on job satisfaction has a positive and significant effect in accordance with the opinion of Riaz et al. (2016) and Essiam (2015) who say that work stress is a very substantial problem in the workplace.

Based on this description, the authors determine the topic in this study is the impact of burnout and job stress on employee satisfaction at work.

RESEARCH METHODS

This study uses quantitative methods. The population of this research is employees in one company in Surabaya, which is called PT. A B C. The sample of this research was determined by using purposive sampling technique. There were 100 respondents who were taken as data sources. The type of data used in this study is primary data, namely data obtained from the results of questionnaires or interviews.

Burnout has dimensions which include emotional exhaustion, depersonalization, and decreased ability to perform routine tasks such as causing anxiety, depression, or even sleep disturbances (Maslach & Jackson, 1981). Job stress has five dimensions as proposed by Robbins & Judge (2009) task demands, role demands, interpersonal demands, organizational structure, organizational leadership. Dimensions of job satisfaction according to Smith et al. (1969) there are five, namely income earned, work done, forms of management supervision, promotion opportunities for employees, and professional co-workers. The data analysis technique of this research uses regression analysis.

RESULTS AND DISCUSSIONS

The results of the validity test on all statements in the questionnaire gave valid results. Likewise, the results of the reliability test are proven to be reliable. The results of the multicollinearity test in this study were seen from the tolerance value and variance inflation factor (VIF). The result of tolerance value is 0.931 and VIF is 1.074 so it can be concluded that there is no multicollinearity between the independent variables. The autocorrelation test ensures that the Durbin Watson value in this study is still between -2 to +2. The resulting DW value is 1.018 which means that the regression model does not occur autocorrelation.

The results of the classical assumption test for the normality test show that the results meet the normality assumption because the points follow the diagonal line.

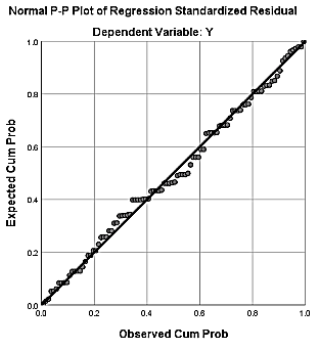


Figure 1. Normality Test
Source: SPSS 26

The results of the heteroscedasticity test show that the data distribution is evenly distributed and does not form a pattern around Y so that no problems are found in the heteroscedasticity test.

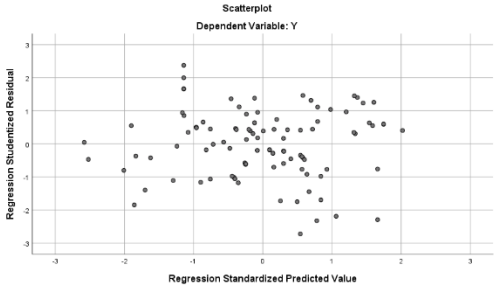


Figure 2. Heteroscedasticity Test
Source: SPSS 26

Based on the results of the t-test, the calculated t value for the burnout variable is -8.057 with a significance of .000. The work stress variable with t count is -4.650 with a significance of .000. Thus these results prove that burnout and work stress can affect employee satisfaction at work.

Table 1.
Coefficients[a]

Model		Unstandardized Coefficients		t	Sig.
		B	Std. Error		
1	(Constant)	29.352	3.162	9.281	.000
	Burnout	-3.317	.412	-8.057	.000
	Stress	-2.021	.435	-4.650	.000

Source: SPSS 26

Based on the results of the F test, the calculated F value is 57,070 with a significance level of 0.000. The result of the significance value obtained is less than 0.05. This value indicates that the variables of burnout and work stress simultaneously affect employee satisfaction at work.

Table 4.
ANOVA[a]

Model	Sum of Squares	df	Mean Square	F	Sig
Regression	1954.580	2	977.290	57.070	.000[b]
Residual	1661.060	97	17.124		
Total	3615.640	99			

Source: SPSS 26

The coefficient of determination for R is 0.735 and R Square is 0.541. Therefore, 54.1% of employee satisfaction is determined by the burnout and work stress variables and 45.9% will be determined by the involvement of other independent variables.

Table 5
Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.735[a]	.541	.531	4.138

Source: SPSS 26

The results of this study indicate that burnout has a negative and significant effect on employee satisfaction at work. The results of this study have also been carried out by Piko (2006); Ay & Avsaroglu (2010); Federici & Skaalvik (2012); Talachi & Gorji (2013). The burnout that occurs in workers is caused by work activities that are felt too monotonous so that they feel bored and find it difficult to stay focused. Workers who are able to control themselves well will not experience high work saturation, but if workers do not have self-control and are unable to regulate themselves then they are likely to experience high work saturation and affect their performance (Potter, 2005).

High work saturation will be at risk to work results because if work saturation becomes high then work motivation becomes low so that accuracy and work security decrease and have an impact on work results (Arifin et al., 2017; Sinambela, 2020). Job satisfaction for employees is likely to be disturbed if they experience boredom and work fatigue. This has a further impact on the performance and productivity of workers so that burnout is really detrimental to the organization (Wahyudi, 2006; Putra et al., 2017; Sulaksono & Mardikaningsih, 2021).

Job stress has a negative and significant effect on employee satisfaction at work. The results of this study were also conducted by Mansoor et al. (2011); Afrizal et al. (2014); Singh et al. (2019). If employees feel great stress in their work and employees are not satisfied with their work, then organizational performance will also be affected. Therefore, the organization should be able to suppress as much as possible the emergence of work stress on employees by reducing excessive workloads, for example by making clear working hours and delegating each work to employees in accordance with the proportions according to their abilities. Job stress has many special effects on employee performance and organizational productivity. Therefore it is important for organizations to better understand the needs of employees. Organizations must motivate their employees and provide compensation and appraisals to their employees. In order to increase the productivity and level of satisfaction and life of the employees they must be compensated with fair incentives. In addition, it can create a work atmosphere that does not trigger stress, provide stress training programs with the aim that employees in this case have resistance to stress and have a better ability to cope with stress. In stress training, employees receive training to use and develop the energy sources that exist within themselves. In addition, in order to obtain maximum results, the training must be handled by people who are experts in the field of stress training on this job.

CONCLUSIONS

This study provides the results that there is a negative and significant effect of burnout on employee satisfaction, there is a negative and significant effect of job stress on employee satisfaction.

Employees are encouraged to develop self-efficacy. This is a suggestion in this research. The existence of self-efficacy will help the emergence of job satisfaction. Employees who are confident in their abilities tend to be more satisfied with their work compared to employees who are not confident. Therefore, self-efficacy is important for every employee because it will affect employee satisfaction. In addition to providing some training so that employees can overcome the burnout (job saturation) they experience, it can also be done by holding self-development events to overcome problems related to those that occur outside of work so as not to make employees feel bored. The work saturation that arises in an employee must be managed properly so that it has a good impact on the company. The realization of the company's dream requires HR as an asset because they are the determinants, planners, and actors who move the company itself.

There are efforts to pay attention to the welfare of employees with concrete actions such as providing incentives that are in accordance with the amount of workload and the risks of the work carried out. Thus, it is expected to be able to increase job satisfaction which in turn can have an impact on improving performance.

Efforts that can be made by companies in reducing work stress can be done through providing workloads in accordance with the abilities and expertise of employees in accordance with their functions and duties. If this change is not made, it will have an impact on the increasing number of employees taking attendance for no apparent reason. This certainly proves the company, especially in achieving the targets set by the company. The company should place its employees according to their skills and education so that employees can complete the job well. Companies should more often schedule family gatherings for their employees as an effort to reduce work stress experienced by employees.

Another thing that can be done is that employees are expected to be able to communicate complaints better and in accordance with applicable procedures. Employees can also provide input to the organization's management openly at every routine meeting agenda related to policies that are deemed inappropriate or need to be improved. For further researchers, the topic of human resource management and can add independent variables because there are still many factors that have not been explained to affect employee satisfaction in the workplace.

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