

The Effect of Workload and Work Stress on Employee Performance with Burnout as A Mediation Variable (Case Study at a Health Laboratory in Denpasar City)

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Abstract

This study aims to analyze the effect of workload on employee performance, work stress on employee performance, workload on burnout, work stress on burnout, burnout on employee performance, workload on performance with burnout as a variable, work stress on employee performance by burnout as a mediating variable in Health Laboratory employees in Denpasar City. Using a quantitative approach. Questionnaires that have been tested for validity and reliability are then analyzed using descriptive analysis and inferential analysis with *Structural Equation Model-Partial Least Square analysis* and produce results. workload has a negative and insignificant effect on employee performance. *Work stress* has a negative and significant effect on employee performance. Workload has a positive and significant effect on *burnout*. *Job stress* has a positive and significant effect on *burnout*. *Burnout* has a negative and significant effect on employee performance. *Burnout* plays a full role capable of mediating the effect of workload on employee performance. This means that *burnout* is able to perfectly mediate the relationship between workload and employee performance. *Burnout* plays a role in mediating the effect of *work stress* on employee performance at the Health Laboratory in Denpasar City.

Keywords workload, work stress, burnout and employee performance

INTRODUCTION

The surge in Covid-19 cases in Denpasar caused the period 2020-2021 (Source: Health Laboratory in Denpasar City, 2022) causing all Health Laboratories in the Denpasar city area to work very hard and optimally. From this there are several performance phenomena found in laboratories in the city of Denpasar, namely the lack of focus on employees when checking patient identities resulting in errors in writing names, and also related to service quality which causes complaints from customers or patients. More and more complaints indicate poor employee performance. The data on consumer complaints at several laboratories in Denpasar City can be shown in table 1 as follows:

Table 1.3 Number of patient complaints at the Laboratory in Denpasar City

No	Name	2020 (Person)	2021 (Person)
1	Prodia Laboratory	30	60
2	Bina Medika Laboratory	35	65
3	Niki Diagnostic Centre	20	35
4	Quantum Means of Medicine	35	65
5	Bio Medika	20	40
6	Ram's Laboratory	25	40
7	MMC	30	50
8	Pharmaceutical Chemistry	50	80



9	Padma Bahtera Medical Center	40	75
10	Council	20	35
11	Sano Clinical Laboratory	18	40
Total		323	585

Source: Health Laboratory in Denpasar City, 2022

Based on table 1, it can be described that consumer complaints about employee performance at the Laboratory in Denpasar City tend to increase, where in the Prodia Laboratory in 2020 there were 30 complaints and in 2021 60 complaints. At the Bina Medika Laboratory in 2020 there were 35 complaints and in 2021 65 complaints. Niki Diagnostic Center in 2020 had 20 complaints and in 2021 35 complaints. Quantum Saran Medika in 2020 there were 35 complaints and in 2021 there were 65 complaints. Biomedical Laboratory in 2020 there were 20 complaints and in 2021 there were 40 complaints. Rama Laboratories in 2020 will have 25 complaints and in 2021 there will be 40 complaints. The MMC Laboratory in 2020 had 30 complaints and in 2021 there were 50 complaints. At the Kimia Farma Laboratory in 2020 there were 50 complaints and in 2021 it increased to 80 complaints. Padma Bahtera Medical Center laboratory in 2020 there were 40 complaints and in 2021 there were 75 complaints. At the Dewani Laboratory in 2020 there were 20 complaints and in 2021 it increased to 35 complaints. And at the Sano Clinical Laboratory in 2020 there were 18 complaints and in 2021 there were 40 complaints. In this case it indicates that there is a decrease in employee performance as seen from the lack of agility of employees in serving and decreased accuracy in work. Employee performance definitely refers to the performance targets provided by the company. Performance targets are performance standards mutually agreed upon by the organization/company to be implemented at work. The following is a table of performance targets in the laboratory:

Table 2 Data on Employee Performance in Laboratories in Denpasar City

Target	Realization
Improving service quality	Work according to SOP
Ensures accurate results	Accuracy in sample processing
Minimizing name writing errors	Before the results are received by the patient, it should be checked again in its entirety

Source: Health Laboratory in Denpasar City, 2022

Every job is a burden for the culprit, these burdens depend on how the person works so it is called workload, so the definition of workload is the ability of the worker's body to accept work. According to Kuswati (2016: 109), if the workload continues to increase without an appropriate distribution of workload, employee performance will decrease. Too much workload can cause tension in a person, causing stress. This can be caused by the level of expertise demanded is too high or the speed of work may be too high, the volume of work may be too much and so on (Sunyoto, 2012:64). Excessive workload can include working

hours, the number of customers to be served (many queues of patients who come directly to the Laboratory and piles of samples from partners for example), responsibilities that must be carried, routine and non-routine work, and other administrative work beyond individual capacities and abilities. In addition, excessive workload can include a quantitative aspect in the form of the amount of work and qualitatively, namely the level of difficulty of the work that must be handled (Melati and Surya, 2015). Excessive workload causes service providers to feel emotional tension when serving customers so that they can direct the behavior of service providers to withdraw psychologically.

Performance problems can be caused by employee workload. This is in accordance with the results of research by Paramitadewi (2017) the lower the workload of employees, the higher the performance of employees. Iskandar and Sembada (2012) also conveyed the same thing, stating that workload greatly affects performance in carrying out work. Arie (2015) states that workload is the perception of workers regarding a set of activities that must be completed within a certain time limit, both in the form of physical and psychological workload. The phenomenon found is related to workload in the Laboratory, namely the number of forms that must be filled in before and after the sample is received, so that employees feel less than the maximum in completing the job. Workload that is too excessive will have an adverse impact, which will cause fatigue both physically and mentally experienced by the employee, so that work cannot be completed properly which affects employee performance. In addition, employee performance can also be affected by work stress. Greenhaus and Beutell (2005: 321) define work stress as an individual's response to circumstances and events that threaten and suppress individuals and reduce their abilities to deal with them. Role work stress is defined as the simultaneous occurrence of two or more forms of pressure at work, where fulfillment of one role makes fulfillment of other roles more difficult to implement (Sarah et. al., 2015).

Stress is a general term that can be interpreted as the pressure of life that is felt too difficult for someone. Stress will occur if an individual is unable to understand the limitations of something. This inability will later cause frustration, anxiety, and guilt which is the beginning of the beginning of the stress. Robbins & Judge (2008: 377) explains that one of the effects of psychological stress is that it can reduce employee job satisfaction where job satisfaction is a pleasant emotional attitude and loves his job.

Oemar and Gangga (2017) state that work stress has a significant effect on employee performance. Research Nilamsar Noor, et. al. (2016), stated that employees feel that there is work stress experienced by employees but is still within limits or low levels.

Job stress is a common phenomenon in today's workplace. Many surveys and studies prove that pressure due to work is the main source of stress in adults. Stress at work can be associated with individual task demands, individual role demands, group demands and organizational demands. Job stress is an individual's inability to meet the demands of his job so that he feels uncomfortable and unhappy. Jobs in the health sector have a high level of work stress, because they have a work system that changes depending on the level of the patient every day.



In addition to workload and work stress, performance is also affected by *burnout*. According to Pines and Maslach (1993) *Burnout* is a syndrome that occurs in individuals characterized by a state of exhaustion, both physical and mental including the development of negative self-concept, lack of concentration and negative work behaviors. Asi (2013) in his research stated that *burnout* or boredom has an influence on employee performance. *Burnout* is a symptom of emotional exhaustion experienced by individuals due to high job demands. (Maharani and Triyoga, 2012). *Burnout* due to monotonous work. or not varied, unclear work assignments, lack of work control, dysfunctional work environment, and extreme activities (Mulyana, 2009). What discrepancies are provided by the company to employees, such as unhealthy competition among fellow employees, lack of support from superiors, this is what causes symptoms of *burnout* in employees (Harry and Yanuar, 2010). *Burnout* has a strong influence on performance, which if not addressed immediately. then performance will decrease. (Asia, 2013).

The phenomenon found related to *burnout* occurs because the work being done is not in accordance with the priority level, the pile of work causes difficulty in determining which one to work on first. Drastic changes such as an increase in Covid-19 cases affect the number of patients who come to the laboratory, so that employees tend to feel bored and ignore work procedures determined by the company. There is an inconsistent effect between workload on performance as in research conducted by Manalu (2020) which states that workload has an effect but not significant on employee performance, this can indicate that the workload applied will affect the performance of each each employee even if not dominant. The same thing was conveyed in Agripa T. Sitepu's research (2013) Based on the results of the study it can be said that workload has an effect on employee performance but not significantly. Apart from the inconsistent results of research between workload and performance, research conducted by Robin and Hoki (2018) states that work stress has a negative and insignificant effect on employee performance. The insignificant effect contained in this study does not mean that there is no effect at all, it's just that the effect is small but work-oriented stress behavior is not effective enough in improving employee performance. *Bournout* can be affected by workload. This is in line with research conducted by Atmaja and Suana (2019) that workload has a positive and significant effect on employee burnout. Uncontrolled work causes employees to easily get bored and start to be indifferent to their work, which will indirectly impact the performance of employees and even the company. Saturation can be controlled if employees are given the freedom to express themselves and the portion of work that is appropriate. In addition to workload, work stress can also affect *burnout*. Research conducted by Satriyo and Survival (2014) found a significant direct effect of work stress on burnout. Then, this study found a significant direct effect of burnout on performance. Furthermore, this study found a significant direct effect between Job Stress on Performance. When the body is able to use stress, it's experiencing to help it overcome a barrier and improve performance, that stress is positive, healthy, and challenging. On the other hand, *distress* is the result of an unhealthy, negative, and destructive response to stress. When someone is experiencing *stress*, that person will tend to overreact, get confused, and not be able to perform optimally.

Based on the phenomena obtained at the Health Laboratory in Denpasar City, the results of previous studies showed inconsistent results, so it is necessary to re-examine the effect of workload and work stress on burnout, *both* directly and indirectly on performance, so based on this, the researcher City.ted a study with title " The Influence of Workload and Work Stress on Employee Performance with Burnout as a Mediating Variable in the Regional Laboratory of Denpasar City ."

METHOD

This study uses a quantitative approach, where the research population is all employees who work in savings and loan cooperatives in Karangasem Regency. KSP in Karangasem Regency with the object of research is the effect of compensation and motivation on employee performance through the mediation of job satisfaction . The data used is primary data distributing questionnaires (research questionnaires) to research objects and filled in directly by respondents and secondary data, namely data obtained based on the existing population, namely 733 people where the entire population is all employees of savings and loan cooperatives in Karangasem district which will be used as a sample in this study based on the slovin formula the calculation obtained as many as 88 people. The number of respondents is considered to be representative which reflects the state of the population. Besides that, it was also obtained from previous research, literature, and journals related to the problem. The sampling technique was carried out by *stratified proportion sampling*. Questionnaires that have been tested for validity and reliability were given to 100 respondents . The data analysis method used is descriptive analysis and inferential analysis with *Structural Equation Model-Partial Least Square* (SEM-PLS) analysis.

RESULTS AND DISCUSSION

Direct Analysis Hypothesis Testing

Hypothesis testing was carried out through a *t-statistic test* with an *alpha level of 0.05* (5%) or t-table 1.96. If the value of *the t-statistic > t-table* (1.96), this means that the test results are significant, whereas if *the t-statistic ≤ t-table*, it means that the test is not significant. The statistical test results can be shown in Table 5.13 as follows.

Table 3 Statistical Testing *Path Analysis*

<i>Path Coefficient Between Variables</i>	<i>Original Sample (O)</i>	<i>Sample Means (M)</i>	<i>STADEV standard deviation</i>	<i>T-Statistics</i>	<i>P Values</i>	<i>Criteria</i>
Workload →Employee Performance	-0.084	-0.088	0.159	0.529	0.597	Not significant
<i>Job Stress</i> →Employee Performance	-0.474	-0.459	0.147	3,228	0.001	Significant
Workload → Burnout	0.381	0.374	0.165	2,310	0.021	Significant



Work Stress → Burnout	0.486	0.495	0.165	2,954	0.003	Significant
Burnout → Employee Performance	-0.337	-0.350	0.155	2,174	0.030	Significant
Workload → Burnout → Performance Employee	-0.128	-0.130	0.085	1.507	0.132	Not significant
Work Stress → Burnout → Employee Performance	-0.164	-0.174	0.104	1,578	0.115	Not significant

Source: Processed data, 2022, Appendix 9

More clearly, the results of testing the analysis between variables in the form of a research model are as follows.

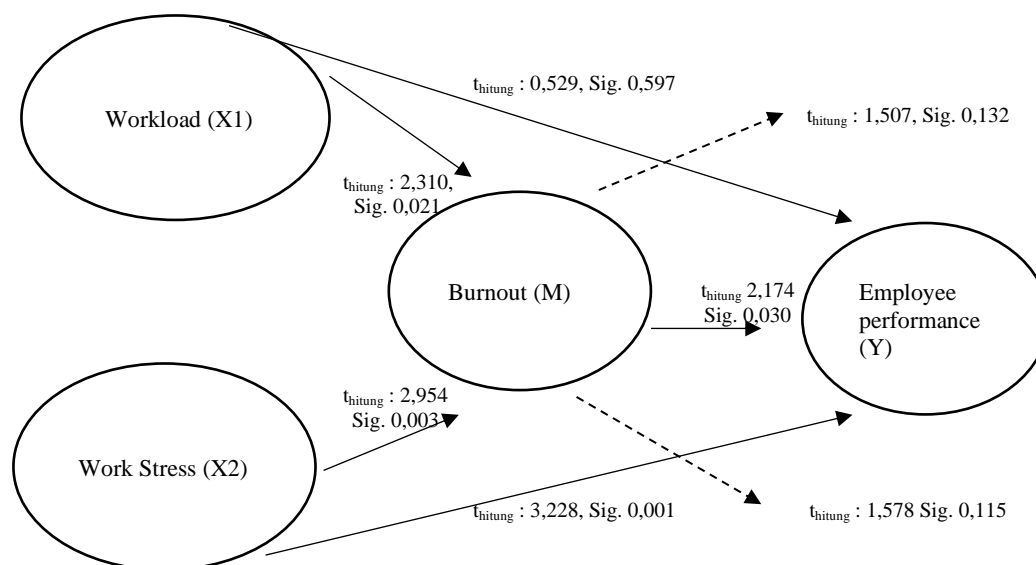


Figure 1 Statistical Test Results

The Role of *Burnout* Mediating Workload and *Work Stress* on Employee Performance at Health Laboratories in Denpasar City

Table 3 shows that: Workload has a negative effect of -0.084 on Employee Performance and the relationship is not significant at the 0.05 level because the t-statistic value = 0.529 is smaller than 1.96. Based on this description, hypothesis 1 in the study, namely workload has a negative and significant effect on employee performance at the Health Laboratory in Denpasar City is rejected. *Work Stress* has a negative effect of -0.474 on employee performance and the relationship is significant at the 0.05 level because the t-

statistic value = 3.228 is greater than 1.96 . Based on this description, hypothesis 2 in the study, namely *Job Stress* has a negative and significant effect on Employee Performance at the Health Laboratory in Denpasar City is accepted. The workload has a positive effect of 0.381 on *burnout* and the relationship is significant at the 0.05 level because the t-statistic value = 2.310 is greater than 1.96. Based on this description, hypothesis 3 in the study, namely workload has a positive and significant effect on employee *burnout* at the Health Laboratory in Denpasar City is accepted. *Work Stress* has a positive effect of 0.486 on burnout and the relationship is significant at the 0.05 level because the t-statistic value = 2.954 is greater than 1.96 . Based on this description, hypothesis 4 in the study, namely *Work Stress* has a positive and significant effect on *burnout* in Health Laboratory Employees in Denpasar City is accepted. *Burnout* has a negative effect of -0.337 on employee performance and the relationship is significant at the 0.05 level because the t-statistic value = 2.174 is greater than 1.96. Based on this description, hypothesis 5 in the study, namely burnout has a negative and significant effect on employee performance at the Health Laboratory in Denpasar City is accepted.

SEM analysis with mediating effects

SEM analysis uses a comparison between the indirect effects obtained based on statistical tests, namely with an *alpha level* of 0.05 (5%) or t-table 1.96. If the value of *the t-statistic* > t-table (1.96), this means that the test results are significant, whereas if *the t-statistic* ≤ t-table, it means that the test is not significant.

Based on Table 5.13 and Figure 5.3 it can be described as follows: *Burnout* has a full mediating role of -0.128 in the effect of workload on employee performance and the relationship is not significant at the 0.05 level because the t-statistic value = 1.507 is less than 1.96. The role of mediation is full but not significant, this is caused by the effect of workload on *burnout* which is positive and significant but the effect of *burnout* on employee performance is negative and significant (this causes one to weaken one another). Based on this description, hypothesis 6 in the study, namely *burnout* significantly mediates the effect of workload on employee performance at the Health Laboratory in Denpasar City, is not accepted. *Burnout* plays a partial mediation of -0.164 in the effect of *Job Stress* on Employee Performance and the relationship is not significant at the 0.05 level because the t-statistic value = 1.578 is smaller than 1.96. Based on this description, hypothesis 7 in the study, namely *burnout* significantly mediates the effect of *work stress* on employee performance at the Health Laboratory in Denpasar City, is not accepted.

The Influence of Workload on Employee Performance at Health Laboratories in Denpasar City

Based on the results of the study, it shows that workload has a negative and insignificant effect on employee performance. Thus, H1 in this study was not accepted. This can be seen from the test results which show that Workload has a negative effect of -0.084 on Employee Performance and the relationship is not significant at the 0.05 level because the t-statistic value is smaller than 1.96, which is 0.529. Thus, in this study, employees at the



Health Laboratory in Denpasar City generally have a high workload. This can be seen from the facts on the ground that employees are trying to carry out workloads, especially in providing services to all consumers and minimizing the occurrence of long queues in service. In addition, employees always try to arrange schedules for carrying out activities by coordinating across programs and sectors at the Health Laboratory in Denpasar City so as to minimize the occurrence of work errors. Judging from the characteristics of the respondents, namely the predominance of female sex and the relatively long working period, it explains that employees at the Health Laboratory in Denpasar City have a high workload and work accuracy in carrying out their work because they have mastered their work. Female employees are felt to have more work accuracy than male employees, besides that based on age level with a productive range it explains the employee's ability to manage working time such as inputting *primary care* using technology systems. There is a synergy between the age range and years of service will produce work results according to the expectations of the organization.

The results of this analysis are not in accordance with the research of Paramitadewi (2017) which states that the results of the analysis answer that workload has a negative and significant effect on employees. This influence means that the lower the employee's workload, the higher the employee's performance. Iskandar and Sembada (2012) in their research showed that workload has a significant and significant effect on lecturer performance.

The Effect of *Job Stress* on Employee Performance at the Health Laboratory in Denpasar City

Based on the results of the study, it shows that *work stress* has a negative and significant effect on employee performance. Thus, H2 in this study is accepted. This can be seen from the test results which show that *Job Stress* has a negative effect of -0.474 on Employee Performance and the relationship is significant at the 0.05 level because the t-statistic value is greater than 1.96 which is equal to 3.228. Thus, in this study, employees at the Health Laboratory in Denpasar City generally have high *work stress*. If it is related to the characteristics of the respondents through their dominant tenure working for more than 10 years, it indicates that employees have loyalty to the organization and always support all activities planned by the organization. This can be seen from the fact that employees try to always participate and show concern for activities, one of which is showing concern for serving sincerely to all consumers.

The results of this analysis are in accordance with the research of Oemar and Gangga (2017) which states that work stress has a negative and significant effect on employee performance. Nilamsar Noor, *et. al.* (2016) states that *work stress* has a negative and significant effect on employee performance. In line with this research, research conducted by Natalya Massie, *et. al.* (2018) found that work stress has a negative effect on performance.

Effect of Workload on *Burnout* Employees at the Health Laboratory in Denpasar City

Based on the results of the study, it shows that workload has a positive and significant effect on *burnout*. Thus, H3 in this study is accepted. This can be seen from the test results which show that Workload has a positive effect of 0.381 on *burnout* and the relationship is significant at the 0.05 level because the t-statistic value is greater than 1.96 which is equal to 2.310. In this study, employees at the Health Laboratory in Denpasar City generally feel that they have high *bornout at work*. Employees feel that there is a high workload in doing a job which will lead to a high sense of *boredom* at work because they have completed their work on time. In accordance with the working period of employees allows employees to have work accuracy because of their fluency in doing a job.

Martini, *et. al* (2021) states that workload can affect *burnout* positively and significantly. More Pradana, *et. al.* (2017) revealed that workload has an effect on *bornout*.

Effect of Work Stress on Burnout Employees at the Health Laboratory in Denpasar City

Based on the results of the study, it shows that *work stress* has a positive and significant effect on *burnout*. Thus, H4 in this study is accepted. This can be seen from the test results which show that *Job Stress* has a positive effect of 0.486 on *burnout* and the relationship is significant at the 0.05 level because the t-statistic value is greater than 1.96 which is equal to 2.954. Thus, the results of this analysis provide information that there is work stress with *bornout*, the higher the stress the higher the employee burnout. Based on the characteristics of respondents who are of productive age, namely the age of 22-30 years, the most indicates that employees have an adult way of thinking in dealing with problems that are found so that they tend to show a professional attitude at work and help each other co-workers. The results of this analysis are in accordance with the results of the research put forward by Ramadani, *at. al* (2019) shows the results that there is a significant effect of work stress on employee burnout.

The Effect of Burnout on Employee Performance at Health Laboratories in Denpasar City

Based on the results of the study, *burnout* has a negative and significant effect on employee performance. Thus, H5 in this study is accepted. This can be seen from the test results which show that *burnout* has a negative effect of -0.337 on employee performance and the relationship is significant at the 0.05 level because the t-statistic value is greater than 1.96 which is equal to 2.174. Thus, the results of this analysis provide information that the higher *the burnout* of employees in their work, the lower their performance will be. In this study, employee *burnout* at the Health Laboratory in Denpasar City was high. This can be seen from the facts on the ground that employees at the Health Laboratory in Denpasar City have a fairly high level of education and a relatively long working period indicates that employees are not able to complete work according to the job *description* given so that employee performance becomes less than optimal. The results of this analysis are in accordance with the results of research put forward by Asi (2013) indicating that there is an influence between *burnout* and employee performance. As well as Hayati and Fitria (2018) and Sukmana and Sudibia (2015) the results show that *burnout* on employee performance.



Also, in line with the results of Astiti and Etlidawati's research (2020) with the research title "The Effect of *Burnout* on Nurse Performance in the Intensive Care Installation at Kardinah Hospital, Tegal". Similar findings were also conveyed by Sani (2011) stating that *burnout* has a significant effect on employee performance. where employees experience emotional exhaustion and diminished personal achievements that result in decreased employee performance.

The Role of *Burnout* in Mediating the Effect of Workload on Employee Performance at the Health Laboratory in Denpasar City

Burnout has an insignificant mediating role of -0.128 in the effect of workload on employee performance and the relationship is significant at the 0.05 level because the t-statistic value is greater than 1.96 which is 1.507. Based on this description, hypothesis 6 in the study, namely *burnout* positively and significantly mediates the effect of workload on employee performance at the Health Laboratory in Denpasar City, is not accepted. Based on the test results, it can be said that *burnout* plays a full mediating role in the effect of workload on employee performance at the Health Laboratory in Denpasar City. This means that employees will show low performance if there is a high workload.

The results of this analysis are not in accordance with the results of the research put forward by Paramitadewi (2017) in his research stating that workload has a negative and significant effect on employees. This influence means that the lower the employee's workload, the higher the employee's performance. There is a statistically significant relationship between workload and burnout (Elsabahy, *et. al.* 2015).

The Role of *Burnout* in Mediating the Effect of *Job Stress* on Employee Performance at the Health Laboratory in Denpasar City

Burnout plays a partial mediation of -0.164 in the effect of *Job Stress* on Employee Performance and the relationship is significant at the 0.05 level because the t-statistic value is greater than 1.96 which is equal to 1.578. Based on this description, hypothesis 7 in the study, namely *burnout* negatively and significantly mediates the effect of *Job Stress* on Employee Performance at the Health Laboratory in Denpasar City, is not accepted.

This result is not in line with the research put forward by Satriyo and Survival (2014) which found that *burnout* acts as a mediating variable between work stress and employee performance. In the results of this study, *Burnout* mediates partially, which means it can be directly or indirectly.

CONCLUSION

Based on the results of the research and analysis that has been done, it can be concluded as follows, workload has a negative and not significant effect on employee performance. This means that the higher the workload of employees at the Health Laboratory in Denpasar City, the lower the employee's performance. *Work stress* has a negative and significant effect on employee performance. This means that the higher the work stress felt by employees, the lower the performance of employees at the Health Laboratory in Denpasar City. Workload

has a positive and significant effect on *burnout*. This means that if the workload is higher, it can increase employee *burnout* at the Health Laboratory in Denpasar City. *Job stress has a positive and significant effect on burnout*. This means that the higher the employee stress, the greater the employee *burnout* at the Health Laboratory in Denpasar City. *Burnout* has a negative and significant effect on employee performance. This means that the higher the employee *burnout*, the lower or lower the employee's performance at the Health Laboratory in Denpasar City. *Burnout* plays a full role capable of mediating the effect of workload on employee performance. This means that *burnout* is able to perfectly mediate the relationship between workload and employee performance, meaning that workload is controlled and does not cause burnout so that it can affect employee performance at the Health Laboratory in Denpasar City. And the last is *Burnout's* role in mediating the effect of *work stress* on employee performance. This means that *burnout* is not absolutely able to influence the relationship between *work stress* on employee performance, meaning that if *work stress is not controlled* at the Health Laboratory in Denpasar City and is supported by *burnout*, it can affect work results or performance of Health Laboratory employees in Denpasar City.

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