

The Role of Burn Out and Role Stress in Mediating Workload on Job Satisfaction Study on Hospital Nursing Staff in Cirebon

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Abstract

This study aims to examine the effect of Workload on Job Satisfaction with Burnout and Role Stress as mediating variables. This study uses quantitative methods that aim to analyze whether there is a relationship between the variables studied and to confirm the theory with PLS-SEM (Partial Least Square - Structural Equation Modeling) analysis. The sample in this study was 192 respondents of nursing staff in 3 hospitals in Cirebon, West Java, which were taken by random sampling. The results showed that Workload has a significant positive effect on burnout with a P-value ($0.00 < 0.05$) and a T-Table of ($16.725 > 1.96$), Workload has a significant positive effect on job satisfaction with a P-value ($0.00 < 0.05$) and a T-Table of ($11.277 > 1.96$), Workload has a significant positive effect on role stress with a P-value ($0.00 < 0.05$) and a T-Table of ($9.588 > 1.96$). Furthermore, the results of this study found that Role Stress is able to mediate the effect of Workload on Job Satisfaction with a T-Table value of ($6.407 > 1.96$) and a P-value of ($0.000 < 0.05$), Burnout is able to mediate the effect of Workload on Job Satisfaction with a T-Table value of ($3.549 > 1.96$) and a P-value of ($0.000 < 0.05$).

Keywords: *Workload, Burn Out, Role Stress, Job Satisfaction.*

INTRODUCTION

In the dynamic era of global change, hospitals are service sector institutions that provide many services to the community. Because the number of services provided is so large, hospitals need quality human resources, especially nurses. Nurses must work every day and serve patients for 24 hours, so they need to have expertise in their fields to be able to provide good service. Nurses must be able to understand all patient complaints, pay attention to their needs, treat patients according to procedures, and provide responsible patient care.

High workloads can trigger a variety of negative impacts on the workforce, including stress and burnout. Role stress resulting from job roles and demands, along with burnout which is emotional and mental exhaustion, may be factors that affect the job satisfaction of the hospital workforce.

Nursing is one of the most stressful professions due to the emotional nature of patient demands, long working hours, and interprofessional and interpersonal conflicts. In recent years, new healthcare technologies, budget cuts, and changes in the healthcare environment have continued to increase personal and occupational stress among nurses (Khamisa et al., 2017). This affects Job satisfaction as well as feelings of inadequacy can lead to burnout and impaired nurse well-being. This has implications for productivity and performance.

In most organizations, the variability of employees' workload may be heavily influenced by the department they are in. However, even within the same department, there is no guarantee that employees' workloads will be balanced (Inegbedion et al., 2020). And according to researchers (X. Tang & Li, 2021), workplace support is important in reducing the effects of burnout on role stress. Indicating the results that interventions in increasing workplace support to reduce role stress and burnout in new social work would be beneficial. Therefore, this study aims

to investigate role stress and burnout in mediating the relationship between workload and job satisfaction in hospital nursing staff in Cirebon.

Workload is one of the most important factors in nurse retention. Reliably measuring nursing workload is an important first step in understanding the relationship between workload, nursing retention, and patient safety (Duffield et al., 2006). One aspect of the workload associated with nursing is mental workload. All activities performed by nursing personnel while working in the nursing service unit are called nursing costs. Workload includes physical load and mental load. If the workload is too high or the physical capacity is too weak, employees may suffer from a disability and occupational diseases (Franco Barahama et al., 2019).

The workload can also be defined by the two main elements of the number of activities that must be completed within a certain period. Workload is one of the most frequently reported triggers of work stress in organizations that is often associated with various forms of negative work attitudes and behaviors (Ugwu & Onyishi, 2020). A high workload can indirectly impact patient safety by negatively impacting communication and reducing job satisfaction, motivation, and burnout (Iridiastadi et al., 2020).

Burnout among hospital nurses has been a long-standing research topic, and researchers have identified stress factors associated with nurse burnout. Burnout is a form of stress-related psychological strain or distress, experienced by a person from day to day, characterized by physical, mental, and emotional exhaustion, and lack of work resources. Overwork, poor management, and conditions of Inappropriate work are major causes of workplace burnout (Harnida & Fakultas Ilmu Kesehatan, 2015).

Burnout is a psychological syndrome consisting of three dimensions, namely emotional weakness, depersonalization, and low personal accomplishment. This scale was developed by (Maslach & Schaufeli, 2018), then by (Y. Tang et al., 2023), and revised by (Wen et al., 2020). It is well known that stress and burnout are associated with poor physical and psychological health outcomes, and there is limited evidence on the relationship between burnout and job satisfaction, especially in developing contexts. Burnout is a work situational phenomenon and is considered to be the result of persistent work stress and excessive workload, which are the main causes of burnout and, by extension, the causes of burnout (Schulze-Hagenest et al., 2023).

Job satisfaction, as noted by (Al-Jumaili et al., 2023), is an important organizational behavior that largely determines human resource productivity, service quality, and efficiency. Job satisfaction refers to workers' evaluation of how the reality of their current job compares to their expectations and can be defined as how much job satisfaction they get. The positive impact that workers have on their jobs. In pharmacy, high job satisfaction has been associated with pharmacists' job engagement, organizational commitment, and reduced turnover. Job satisfaction has also been observed to influence the delivery and quality of health services, and to mediate the relationship between some job characteristics and patient outcomes (Fadare et al., 2023).

Some of the important factors that have a significant impact on job satisfaction include teamwork, environment, job responsibilities, job autonomy, time pressure, leadership behavior, organizational commitment, nature of work, and resources. Furthermore, Okaro and Eze14 categorized job satisfaction factors into intrinsic and extrinsic. Intrinsic factors emphasize achievement, recognition, nature of work, responsibility, advancement, and potential career growth. Extrinsic factors include aspects such as salary, company policies, interpersonal relationships, working conditions, status, and job security (Abdullahi et al., 2023).

Role theory states that role ambiguity refers to the lack of information required for a particular position, which can cause a person to be dissatisfied with their role, experience anxiety, and misinterpret reality (Wen et al., 2020). Factors This is what disrupts internal stability and causes individuals to be unable to express themselves with appropriate role behaviors within the social structure. There are two main perspectives regarding the dimensions of role stress. One

view states that role stress can be classified into two dimensions: role conflict and role ambiguity (Wu et al., 2019).

Role Stress can serve as a predictor of burnout under certain circumstances (Holman et al., 2020). As an important job demand, role stress has consistently been found to be associated with burnout across a wide range of occupations (Azeem et al., 2014). Role stress is characterized by role ambiguity (uncertainty of aspects of the job, including goals, priorities, and expectations) and role conflict (the extent to which jobs and tasks are characterized by conflicting requirements or competing values). High role stress depletes an individual's mental and physical resources and therefore leads to depleted energy and compassion and reduced work performance.

The purpose of this study is to examine the role of burnout and role stress in mediating workload on job satisfaction in nursing personnel. This study seeks to determine whether job satisfaction is influenced by workload and mediated by burnout and role stress variables.

Conceptual Framework

Workload and Burnout

Research by (Ziaei et al., 2015) states that there is a significant correlation between workload and burnout syndrome. Research by (Portoghese et al., 2014) states that there is a positive relationship between workload and burnout. Excessive workload is the main cause of fatigue and further causes burnout. Ramadhoni's research states that workloads that are too heavy create pressure, and worries in employees that trigger emotional exhaustion or burnout in employees.

H1: Workload has a positive and significant effect on Burnout

Workload and Burnout

Research by (Pujiarti et al., n.d.) there is a significant relationship between workload and burnout in nurses with the results of P-value $0.01 < 0,05$. Based on the results of the analysis, the p-value of $0.000 < 0.05$, it is concluded that there is an effect of workload on burnout in health workers (Revangga Putra & Wardani, 2023).

H2: Workload has a positive and significant effect on job satisfaction

Workload and Job Satisfaction

Research by (Inegbedion et al., 2020) states that workload balance employees affect job satisfaction. Research by (Franco Barahama et al., 2019) states that the higher the workload, the lower the level of nurse job satisfaction. Research by (Melati et al., 2015) stated that the effect of workload on job satisfaction is not direct.

H3: Workload has a positive and significant effect on Role Stress.

Workload on Role Stress

The influence of workload variables with role stress has a positive interrelated influence according to research by (Melati et al., 2015). Research by (Zulkarnain, 2011) states a similar thing that workload has a positive effect on role stress. According to research conducted (Widjaja, 2022) workload has an influence on work stress in health workers. Based on research, high levels of workload can increase work stress. There is a directly proportional effect between workload and work stress levels.

H4: Workload has a positive and significant effect on job satisfaction with role stress as a mediating variable.

Workload on job satisfaction mediated by Role Stress

According to (Jiménez et al., 2015) they found that role stress serves as a mediation between workload and job satisfaction. Research conducted by (Rushing, 1965). In this study, they investigated the concept of role stress as a mediator between workload and job satisfaction. Research by (Ziaei et al., 2015) states that workload has an influence on employee burnout with supporting role stress being able to mediate the positive influence of workload on burnout. According to (Ariana & Riana, 2016) which states that workload has a positive influence on the

occurrence of role stress on employees. Calculation results from research (Jurnal et al., 2024) indirect effect of workload on job satisfaction through job stress with a P-value of $0.000 < 0.05$, which means that there is no problem in the mediating variable or in other words, job stress is able to mediate the effect of workload on job satisfaction.

H5: Workload has a positive and significant effect on job satisfaction with burnout as a mediating variable.

Workload on job satisfaction mediated by Burnout

According to research from (Shanafelt et al., 2016) showed that burnout acts as a mediator between workload and job satisfaction in doctors who are undergoing a medical residency program. According to the study. Research conducted by (Liu et al., 2019) highlights how work engagement involvement can mediate the relationship between burnout and job satisfaction in nurses in hospitals.

RESEARCH METHODS

This study uses quantitative data that aims to analyze whether there is a relationship between the variables studied and to confirm the theory with the PLS SEM (Partial Least Square - Structural Equation Modeling) analysis method with purposive random sampling subject selection method. By giving questionnaires to 3 hospitals in Cirebon which were randomly selected by taking a total sample of 192 from a population of 10%. The type of data collected is primary data collected through distributing questionnaires given to respondents as a sample using Google form. The previous variables were measured using a 5-point Likert scale that ranged from 1 (strongly disagree) to 5 (strongly agree). The higher the score, the better the measure of the variable. This research was also conducted by the ethical review of the faculty and the hospital. The study used the outer loading and reliability test analysis techniques, the R-Square test, and the Direct Effect test (Ulum & Tirta, 2014). Table 1 presents the demographic data of this study.

Table 1. Demographic Data

Category	Possible Answer	F	%
Sex	Male	69	36
	Female	123	64
Age	17 – 30 Years Old	99	51,5
	31 – 40 Years Old	69	36
	40 – 60 Years Old	24	12,5
Working Period	1 Year	22	11,45
	2 Years	27	14,06
	3 Years	16	8,3
	4 Years	25	13,02
	> 5 Years	102	53,1

Source: Data processed, 2024

RESULT AND DISCUSSION

Uji Outer Loading and Reliability Test

Table 2. Outer Loading and Reliability Test

Variables	Indicator	Outer Loading	Cronbach's Alpha	Composite Reliability	(AVE)
Workload (X)	BK1	0.514	0.892	0.915	0.579
	BK2	0.828			
	BK3	0.828			
	BK4	0.683			
	BK5	0.683			
	BK6	0.825			
	BK7	0.855			
	BK8	0.809			
Burnout (Z1)	BO1	0.663	0.879	0.904	0.544
	BO2	0.775			
	BO3	0.541			
	BO4	0.848			
	BO5	0.760			
	BO6	0.709			
	BO7	0.783			
	BO8	0.779			
Role Stress (Z2)	RS1	0.524	0.873	0.903	0.575
	RS2	0.851			
	RS3	0.803			
	RS4	0.711			
	RS5	0.704			
	RS6	0.842			
	RS7	0.819			
Job Satisfaction (Y)	KK1	0.653	0.933	0.944	0.654
	KK2	0.835			
	KK3	0.862			
	KK4	0.836			
	KK5	0.885			
	KK6	0.846			
	KK7	0.823			
	KK8	0.774			
	KK9	0.735			

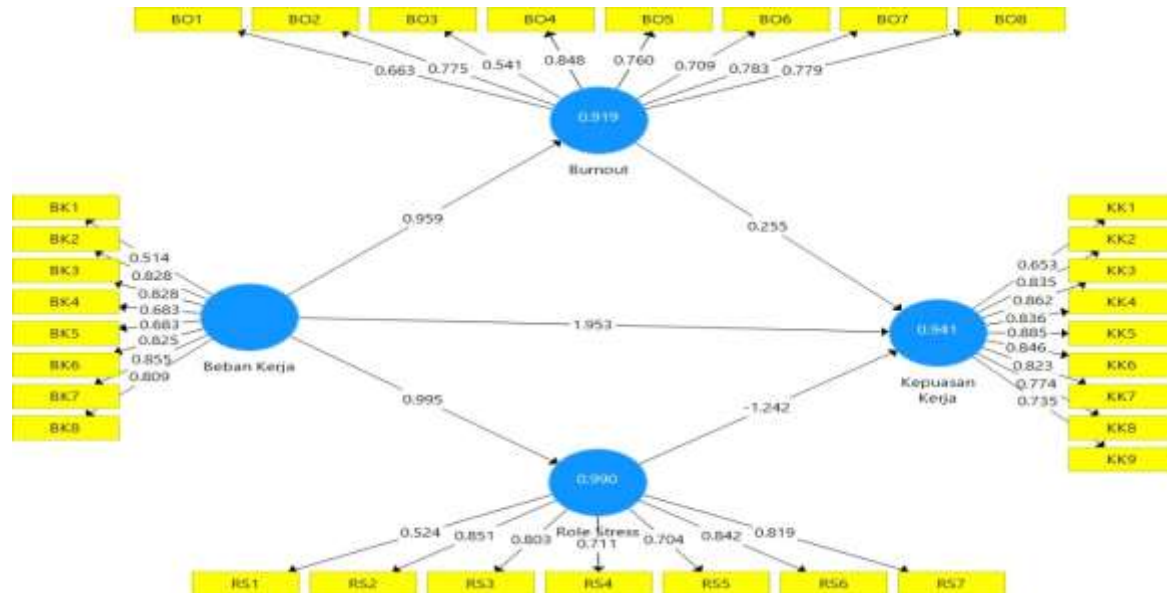
Source: Data processed, 2024

The results of the factor loading value above 0.7 indicate that each indicator has a strong contribution to measuring the latent construct (Ghozali, 2012). However, in development research, the loading scale range of 0.5 can still be used but factors with a loading value below 0.5 must be eliminated (Chin, n.d.). Referring to Table 1, it is known that the indicators that reflect the measured constructs and have a factor loading value above 0.5. This information provides confidence that the measurement instruments in the measurement model (outer model) show sufficient reliability and validity in representing the tested constructs. These results provide a solid basis for proceeding to the further structural analysis stage of the analysis using PLS.

This study conducted a reliability test on Partial Least Squares (PLS) analysis using the Cronbach Alpha, Composite Reliability, and Average Variance Extracted (AVE) methods. The

results of PLS data processing show that the data meets the requirements for the AVE value on reflective constructs, with a value of more than 0.5 (Barati et al., 2019). In addition, the Cronbach Alpha and composite reliability values also show a good level of reliability, each more than 0.7 (Sarstedt et al., 2017). The results of this reliability test are presented in Table 1, providing a comprehensive picture of the reliability of the constructs in this PLS analysis. These findings strengthen the methodological basis of this study and provide confidence in the validity and reliability of the measured constructs.

Figure 1. Path Coefficient



R-square

R-square (R²) testing is a method for evaluating the quality of structural models. The R-Square (R²) value is used to determine the extent of the influence of the current independent variable on the dependent variable. An R-square value of 0.75 can be considered an indication of a robust model, while an R-square value of 0.50 is an indication of a fairly robust model and an R-square value of 0.25 is an indication of a weak model (Ghozali & Latan, 2015). Referring to the results of data analysis, the R Square value in this study can be detailed as follows

Table 3. R-Square

	R Square	R Adjusted	Square
Burnout	0.919	0.918	
Role Stress	0.99	0.99	
Job Satisfaction	0.941	0.94	

Source: Data processed, 2024

Based on the table above, shows that Burnout has a coefficient of determination (R²) of 0.918, which indicates that the workload variable influences Burnout by 91.8%. This value is above 0.75, which means that workload has a strong influence on burnout.

Then the role stress variable has a coefficient of determination (R²) of 0.99, which shows that the workload variable influences role stress by 99%. This value is above 0.75, which means that workload has a strong influence on role stress.

In addition, the job satisfaction variable has a coefficient of determination (R²) of 0.94, which shows that the workload, burnout, and role stress variables influence job satisfaction by 94%. This value is above 0.75, which means that workload, burnout, and role stress have a strong influence on job satisfaction.

Direct Effect and Indirect Effect**Table 4.** Direct Effect Test Results and Indirect Effect Test Results

Hypothesis	Relationship	T Statistics (O/STDEV)	P Values	Information
H1	Workload -> Burnout	16.725	0,000	Significant
H2	Workload -> Job Satisfaction	11.277	0,000	Significant
H3	Workload -> Role Stress	9.588	0,000	Significant
H4	Workload -> Role Stress -> Job Satisfaction	6.407	0,000	Significant
H5	Workload -> Burnout -> Job Satisfaction	3.549	0,000	Significant

Source: Adapted SmartPLS 3 output, 2024

Structural model coefficient analysis is carried out to analyze a hypothesis by analyzing which relationships between variables have a significant relationship. Hypothesis testing in this study was carried out by looking at the T-statistics and P-value values. The hypothesis is considered accepted if the T-Statistics value is greater than 1.96 and the P-Values are smaller than 0.05. The table above shows the results of a positive and significant effect on each variable relationship.

Discussion**Hypothesis 1: Workload has a Positive and Significant Effect on Burnout**

Based on the tests that have been carried out, the results show that workload has a significant positive effect on burnout with a P-value ($0.00 < 0.05$) and a t table of ($16.725 > 1.96$), so hypothesis one is supported. This is in line with research (Karsini & Hartono, 2023; Tri Pujiastutik et al., 2023)

The greater or increased workload experienced by employees will increase the burnout felt by employees. Conversely, if the workload decreases, the burnout felt by employees will decrease. Heavy workload will be the main cause of burnout in employees. When job demands increase, employees are at higher risk of mental and physical fatigue. The imbalance between job demands and abilities due to excessive workload is a major factor in burnout. Excessive workload can lead to feelings of deep fatigue and loss of motivation. Failure to address burnout will adversely affect both the employee and the organization.

Hypothesis 2: Workload Has a Positive and Significant Effect on Job Satisfaction

Based on the tests that have been carried out, the results show that workload has a significant positive effect on job satisfaction with a P-value ($0.00 < 0.05$), so hypothesis two is supported. This is in line with research (Herawati et al., 2023; Sitorus & Siagian, 2023).

It can be concluded that the higher the workload, the lower the job satisfaction experienced by employees and vice versa. Workload is the most important determinant of job satisfaction for employees. An appropriate workload will be more satisfying than those who feel their workload is too high or too low. The expected outcome of these findings is greater awareness from companies of the importance of managing employee workload wisely. By paying attention to employees' needs and well-being, companies can create a more balanced work environment and improve job satisfaction. This in turn can increase employee productivity, loyalty, and retention, and have a positive impact on the Company's long-term performance and success.

Hypothesis 3: Workload has a Positive and Significant Effect on Role Stress

Based on the tests that have been carried out, the results show that workload has a significant positive effect on role stress with a P-value ($0.00 < 0.05$) and t table of ($9.588 > 1.96$),

so hypothesis three is supported. This is to the research findings (Herdiana & Sary, 2023; Marsal et al., 2023).

Job stress is the result of an imbalance between workers' personal characteristics and job demands (Rifky Alfiansyah, 2023). It can be said that if the workload given to employees is not to their abilities, it will cause stress to these employees. Conversely, if the workload given is by their abilities, it will not cause stress on them in completing the assigned tasks. The term "workload" is used to describe a situation where a worker is unable to complete a given task due to the perceived difficulty of the job. The capacity required to perform a task according to expectations is different from the capacity available at any given time. The difference between these two capacities indicates the level of difficulty associated with the task, which in turn reflects workload.

Hypothesis 4: Role Stress mediates the effect of Workload on Job Satisfaction

The results of the data analysis presented in Table 4 show that the T-Table value of the effect of workload on job satisfaction through role stress is 6.407 which is greater than 1.96 and the p-value is 0.000 which is smaller than 0.05. Therefore, the data shows that Role Stress can mediate the effect of Workload on Job Satisfaction, in other words, Hypothesis 4 is supported. This is by research findings (Nurida Safitri & Astutik STIE PGRI Dewantara Jombang, 2019; Wijaya, 2018).

The results showed that a worker who experiences excessive job stress can reduce his job satisfaction. The factors most felt by workers are productivity and workload, in a decrease in job satisfaction a worker will reduce work productivity due to high workload. A strategy that can be carried out by the Company is to use job rotation, where workers can exchange positions within a certain period. To add new insights, new work atmosphere, new friends, and new relationships at work.

Hypothesis 5: Burnout mediates the effect of Workload on Job Satisfaction

The results of the data analysis presented in Table 4 show that the T-Table value of the effect of workload on job satisfaction through Burnout is 3.549 which is greater than 1.96 and the p-value is 0.000 which is less than 0.05. Therefore, the data show that Burnout can mediate the effect of Workload on Job Satisfaction, in other words, Hypothesis 5 is supported. This is in line with research (Yan et al., 2021).

The results of our study indicate that workload is strongly related to job satisfaction, and individuals who are dissatisfied with the situation are due to the burnout they experience. However, this correlation occurs through direct and indirect effects. workload has a significant indirect effect on job satisfaction mediated by Burnout or in other words, burnout plays a mediating role between workload and job satisfaction. Therefore, it is necessary to make efforts to overcome high workloads and increase employee job satisfaction to reduce the risk of employee burnout in employees.

CONCLUSION

This study was designed to explore the mediating role of burnout and role stress in the relationship between perceived workload and job satisfaction with hospital nursing staff as participants. The main findings show that perceived workload has a positive and significant effect on Burnout in nursing staff in Cirebon Hospital. When job demands increase, employees are at higher risk of mental and physical fatigue. Workload has a positive and significant effect on job satisfaction in nursing staff at Cirebon Hospital. The expected result of this finding is greater awareness from companies of the importance of managing employee workload wisely. Workload has a positive and significant effect on Role Stress in nursing staff at Cirebon Hospital. It can be said that if the workload given to employees is not to their abilities, it will cause stress

for these employees. Workload has a positive and significant effect on job satisfaction with role stress as a mediating variable in nursing staff at Cirebon Hospital. Workload has a positive and significant effect on job satisfaction with burnout as a mediating variable in nursing staff at Cirebon Hospital. So it can be said that the results of This study support the effect of mediation in personal terms. Interestingly, this study also found that stress management and attention to the mental health of nursing staff need serious attention to improve their job satisfaction.

Based on the results of the research conclusions that have been described, it is suggested that the hospital should emphasize the importance of the causes of the greater or increased workload experienced by employees, which will increase the burnout felt by employees. They should also provide sufficient time and psychological support to employees. This will help create a good working environment, prevent burnout, and ensure job satisfaction of nursing staff. In addition, organizations should provide adequate support and encourage regular activities to maintain the well-being of nursing staff.

From the results of the study, we provide several recommendations so that further research can be carried out by looking at the limitations of this study, namely; differences in characteristics from one work unit to another (eg pharmacy vs emergency room installation).

Thus, the results of this study may not apply to these work units. Limitations regarding the object of research that only uses respondents in nurses in 3 Cirebon Hospitals, West Java. So, further research can be done using a larger research object to get more general results about the factors that influence job satisfaction.

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