

Analysis of Factors Affecting Job Satisfaction and Its Impact on Burnout

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Abstract

Human resources are one of the important aspects that can and must be managed by an organization in order to make a maximum contribution. It will be difficult for a company to operate smoothly and achieve its goals if its workforce is unable to execute its duties and functions properly. But each workforce has its own goals. Apart from the company goals that he must achieve, the workforce also has other goals to meet various personal needs. Therefore, companies need to consider the needs of each workforce so that they can feel satisfaction at work. The purpose of this study was to determine the factors that influence job satisfaction in nurses at the Regional Hospital of the City of Bukittinggi. This study uses a quantitative research design using Particle Least Square – Structural Equation Model (PLS-SEM). The sample in this study was 160 respondents. The results of this study are that three independent variables, namely working conditions and work autonomy as antecedents of job satisfaction are proven to have a significant and positive effect, and work family conflict is proven to have a significant and negative effect on job satisfaction. Furthermore, the results of the study show that job satisfaction has a negative effect on burnout. The outcome model (empirical model) of this study is known to have a small substantial prediction accuracy (R²) and moderate prediction relevance (Q²) on burnout as the predicted dependent variable.

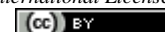
Keywords: Burnout, Job Satisfaction, Working Condition, Work Autonomy, Work Family Conflict.

Abstrak

Sumber daya manusia merupakan salah satu aspek penting yang dapat dan harus dikelola oleh organisasi agar dapat memberikan kontribusi yang maksimal. Akan sulit bagi sebuah perusahaan untuk beroperasi dengan lancar dan mencapai tujuan, jika tenaga kerjanya tidak mampu mengeksekusi tugas dan fungsinya dengan baik. Namun setiap tenaga kerja memiliki tujuannya masing-masing. Selain dari tujuan perusahaan yang harus ia capai, tenaga kerja juga memiliki tujuan lain untuk memenuhi berbagai kebutuhan pribadinya. Oleh sebab itu, perusahaan perlu mempertimbangkan kebutuhan dari setiap tenaga kerjanya agar mereka dapat merasakan kepuasan dalam bekerja. Tujuan dari penelitian ini adalah untuk mengetahui faktor-faktor yang mempengaruhi kepuasan kerja pada perawat di Rumah Sakit Daerah Kota Bukittinggi. Penelitian ini menggunakan desain penelitian kuantitatif dengan menggunakan Partil Least Square – Structural Equation Model (PLS-SEM). Populasi dalam penelitian ini sebanyak 160 responden. Hasil dari penelitian ini adalah bahwa tiga variabel independen yaitu kondisi kerja dan otonomi kerja sebagai anteseden kepuasan kerja terbukti memiliki pengaruh signifikan dan positif, dan konflik keluarga kerja terbukti memiliki pengaruh signifikan dan negatif terhadap kepuasan kerja. Selanjutnya, hasil penelitian menunjukkan bahwa kepuasan kerja berpengaruh negatif terhadap burnout. Model hasil (model empiris) dari penelitian ini diketahui memiliki akurasi prediksi (R²) kecil yang substansial dan relevansi prediksi (Q²) sedang pada burnout sebagai variabel dependen yang diprediksi.

Kata kunci: Burnout, Kepuasan Kerja, Kondisi Kerja, Otonomi Kerja, Konflik Keluarga –Kerja.

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1. Pendahuluan

In the current era of globalization, all companies or organizations are competing to get maximum profit with the use of the smallest possible resources, even though the competitive pressure is greater than ever. Among all the resources involved in helping the company, human resources (HR) get the first position of the most dominant contribution. Therefore, it is difficult for a company or agency to operate easily and obtain the desired results, if employees are unable to carry out their duties and functions properly [1].

HR who do not have the ability to face the demands of globalization, tend to consider work as a burden, they

carry out work as a necessity and demand [2]. Employee conditions ultimately do not feel the meaning of work. HR who think of work as a burden can be said to be HR who have a low work ethic. When an employee does not maintain work balance and works too much, and results in psychological (mind, soul) and behavioral consequences, as a result of work productivity will also be low [3]. But every workforce has its own goals. Apart from the company's goals that he must achieve, each worker also has other goals to fulfill his various personal needs. Therefore, companies need to consider the needs of each workforce so that they can feel satisfaction at work [4].

Employee job satisfaction can be seen not only when doing work, but also related to other aspects such as interactions with coworkers, superiors, following regulations, and the work environment [5]. Job satisfaction is an evaluation that describes a person's attitude feeling happy or unhappy satisfied or dissatisfied at work. This attitude is reflected by work morale, discipline and work performance [6]. Therefore, job satisfaction is an important element that cannot be ignored by every company or agency such as the Bukittinggi City Regional General Hospital, which is a type C hospital owned by the Bukittinggi City government. This hospital was built from the Bukittinggi City APBD fund in 2018 which is expected to become a referral center for the people of Bukittinggi and Agam district as a close, safe and comfortable access to health in West Sumatra Province. It has more than 90 bed units on an area of 3.3 hectares, inaugurated by the mayor of Bukittinggi on February 18, 2021. The level of employee job satisfaction in a company is the key to the spirit that supports the realization of company goals [7]. One of the factors that affect employee job satisfaction can be seen from employee absenteeism. The following is a list of absences of nurses at Bukittinggi Hospital from August to December 2022, as follows.

Table 1. List of Absence of Nurses at Bukittinggi

Month	Number of Nurses	% Absence
August	160	5.49%
September	160	7.69%
October	160	9.48%
November	160	11.78%
December	160	13.18%

From the table it can be seen that the nurse absence rate from August to December has increased, where in August it was 5.49%, September was 7.69%, October was 9.48%, November was 11.78%, December was 13.18%. This is signaled by the lack of job satisfaction of nurses so that nurses are lazy to come to work. One of the obstacles to realizing job satisfaction is burnout [8]. Burnout is a symptom of emotional exhaustion experienced by individuals due to high job demands [9]. The incompatibility of what the company gives to nurses, such as unhealthy competition between fellow nurses, lack of support from superiors, this is what causes Burnout symptoms in nurses [10]. Burnout has a strong influence on performance, where if it is not resolved immediately, performance will deteriorate [11]. Burnout is a pathological syndrome in which maladaptive emotions develop in response to prolonged work stress [12]. Burnout in healthcare can drain energy, reduce productivity, and increase the risk of medical errors [13]. One of the causes of burnout is low job satisfaction which can affect various aspects of work [14]. Job satisfaction for healthcare workers is an important quality indicator for the performance of any healthcare system [15]. High job satisfaction for healthcare workers is a priority for hospital organizations. Hospitals should create favorable and

decent working conditions for health workers, and provide opportunities for them to develop professionally [16].

Plenary health services are health services that include promotive, preventive, curative, and rehabilitative health services, so the main role in hospitals is health workers, one of which is nurses (Law of the Republic of Indonesia concerning Hospitals, 2009). . Based on the Decree of the Coordinating Minister for People's Welfare No. 54 of 2013 concerning the Health Worker Development Plan for 2011 - 2025, the target ratio of health workers to the population for nurses is 200 nurses per 100,000 population. The lack of nurses in Bukittinggi City and hospitals leads to an increase in the workload experienced by nurses to close the gap between patient volumes. Meanwhile, job satisfaction for nurses is an important factor for the effective functioning of medical facilities [17]. Low job satisfaction can cause job stress and burnout in nurses so this needs to be considered for the welfare of nurses [18]. One of the factors that influence job satisfaction in nurses is work-related factors [19]. Job-related factors are usually considered acceptable for interventions or strategies to increase satisfaction. The factors of work-related itself are working conditions, work autonomy, and family-work conflict [20].

The purpose of this study was to determine the factors that affect job satisfaction in nurses at the Bukittinggi City public hospital. The variables included in this study are working conditions, work autonomy, and work-family conflict to determine the variables that affect nurses' job satisfaction and its effect on burnout in nurses.

2. Research Methodology

This research was conducted at the Bukittinggi City Regional General Hospital, where the sample was 160 nurses. The independent variables in this study are working conditions, work autonomy, work autonomy and work-family conflict. Data were analyzed using multivariate statistics using Partial Least Square - Structural Equation Model (PLS-SEM). PLS SEM is used to test the relationship or influence between these constructs.

Validity Test

The validity test shows the level of accuracy between the data that actually occurs on the subject and the data collected by the researcher. The validity test is used to determine the level of validity of the data collection instrument used to determine whether the questions presented in the survey are valid or not. The validity testing criteria in the SEM-PLS measurement model in SmartPLS are divided into two, namely:

a) Convergent validity is the level of measurement of a theory that proves positive closeness to the measurement results of other theories in a theoretical way must be positively correlated. Convergent validity

with the reflective indicator model is estimated using the Loading Factor and Average Variance Extraction (AVE). In measurement, it can be categorized as having good convergent validity if it is found that the outer loading value is > 0.7 and the AVE value is > 0.5

b) Discrimination validity is to understand whether the construct is a proper discriminant. The discrimination test is estimated based on the cross loading of the measurement with the construct. Another way to estimate discrimination validity is to equalize the AVE source for each construct.

Reliability Test

Measuring the reliability of a construct with reflective indicators can be done in two ways, namely with Cronbach's Alpha and Composite Reliability. Cronbach's Alpha is used to measure the lower limit of the reliability value of a construct. Meanwhile, Composite Reliability is used to measure the true reliability value of a construct. If a reliability coefficient of less than 0.60 is considered poor, a situation in the range of 0.70 is usually accepted, and more than 0.80 is good.

Inner Model Testing

R-Square (R2)

The R2 test serves to measure the level of variation in changes in exogenous variables on endogenous variables. The coefficient of determination (R2) basically measures how far the model's ability to explain variations in the dependent variable.

Path Coefficients

Path Coefficients serves to see the relationship / path coefficient of one latent construct with another latent construct in accordance with the proposed hypothesis. Judging from the significance value used, namely the t-table with a t-value of 1.65 with a significance level of 10%, 1.96 with a significance level of 5% and 2.58 with a significant level of 1%.

Hypothesis Test

Hypothesis testing is carried out to provide very useful information about the relationship between research variables. In hypothesis testing, the t-statistic value and the resulting alpha value (p-value) can be seen, using 5% alpha and the t-table used in this study is 1.96.

In conducting a two-way test, the limit for rejecting and accepting the hypothesis proposed with the hypothesis assessment criteria, as follows:

- Ha accepted H0 rejected if t-statistic > 1.96 and p-value < 0.05
- H0 accepted Ha rejected if t-statistic < 1.96 and p-value > 0.05

The grouping of hypothesis testing in this study is divided into two, namely:

a) Direct Effect

The purpose of direct effect analysis is useful for testing the hypothesis of the direct effect of an influencing variable (exogenous) on the influenced variable (endogenous). If the path coefficient value is positive, then the effect of a variable on other variables is unidirectional, if the value of a variable increases / increases, the value of other variables also increases / increases. If the path coefficient value is negative, then the effect of a variable on other variables is in the opposite direction, if the value of a variable increases / increases, the value of other variables will decrease / decrease. By comparing the t-statistic number of 1.96. If the T statistical value is > from 1.96, the hypothesis is accepted and if the T statistical value is < from 1.96, the hypothesis is rejected.

b) Inderect Effect

Indirect effect analysis is useful for testing the hypothesis of the indirect effect of an influencing variable (exogenous) on the affected variable (endogenous) mediated by an intervening variable (mediator variable). The criteria for determining the indirect effect are:

- If the P-values <0.05 are significant
- If the P-Values > 0.05 are not significant

3. Results and Discussion

The characteristics of the respondents are presented in the table below.

Table 2. Responder Characteristics Results

Description	Category	Total	(%)
Age (Years)	20 – 30	31	19,4
	31 – 40	81	50,6
	41 – 50	41	25,6
	51 – 60	7	4,4
T		60	100,0
Gender	Male	30	18,8
	Female	130	81,3
T		160	100,0
Education	D3 Nursing	78	48,8
	D4 Nursing	2	1,3
	S1 Nursing	21	13,1
	Nursing Profession	59	36,9
	S2 Nursing	0	0
T	S3 Nursing	0	0
T		160	100,0
Marriage Status	Single	9	5,6
	Married	151	94,4
T		160	100,0
Length of Service	< 1 Years	14	8,8
	1 – 5 Years	10	6,3
T		160	100,0
Working Hours	< 40 Hours/Week	7	4,5
	41 – 59 Hours/Week	147	91,9
	60 – 89 Hours/Week	6	3,8
T		160	100,0

Income	< Rp 5.000.000,00/ month	139	86,9
	Rp 5.000.000,00 – Rp 10.000.000,00/ month	19	11,9
	Rp 11.000.000,00 – Rp 15.000.000,00/ month	2	1,3
	T	160	100,0

From the table above there are 160 eligible respondents, there are 30 male respondents and 130 female respondents. The majority of the respondent group was between 31-40 years old. In terms of education, 48.8% graduated from D3 Nursing education. 94.4% of respondents were married. The average respondent had worked for > 5 years (85%) and 91.9% of respondents had 41 - 59 working hours/week. This is in accordance with the provisions of the Law of the Republic of Indonesia Number 13 of 2003 concerning Manpower which states that working hours for workers are 40 hours / week.

The results of outer loading are presented in the figure and table below.

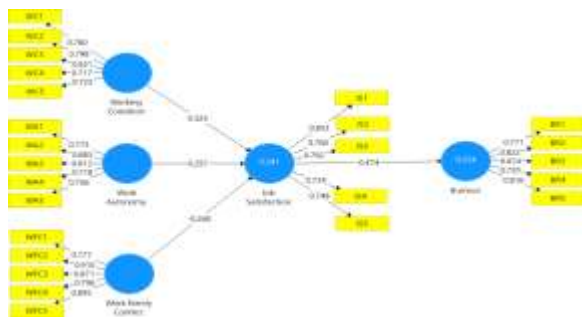


Figure 2. Outer Loading

The outer loading results are presented in the table below.

Table 3. Outer Loading Results

Indicator	Working Condition	Work Otonomy	Work Family-Conflic	Job Satisfac tion	Burnout
WC1	0.78				
WC2	0.798				
WC3	0.821				
WC4	0.717				
WC5	0.723				
WA1		0.773			
WA2		0.883			
WA3		0.813			
WA4		0.718			
WA5		0.756			
WFC1			0.777		
WFC2			0.91		
WFC3			0.871		
WFC4			0.796		
WFC5			0.895		
JS1				0.853	
JS2				0.78	
JS3				0.782	
JS4				0.734	
JS5				0.748	
BR1					0.771

BR2	0.822
BR3	0.874
BR4	0.72
BR5	0.816

From the table above, it can be seen that all outer loading values exceed 0.70 so that all indicators are declared reliable.

The Average Variant Extracted (AVE) results are presented in the table below.

Table 4. Results Average Variant Extracted (AVE)

Variabel	AVE
Working Condition	0.591
Work Otonomy	0.625
Work Family Conflict	0.725
Job Satisfaction	0.609
Burnout	0.643

Based on table 4. It is known that the AVE value of the variables of working conditions, work autonomy, work-family conflict, job satisfaction, burnout > 0.5. Thus it can be stated that each variable has good discriminant validity.

The results of construct reliability are presented in the table below

Table 5. Results of construct reliability

Variable	Cronbr ach. alpha	Comp. (AVE)	Hasil
Working Condition	0.834	0.878	0.591 Valid dan Reliabel
Work Otonomy	0.855	0.892	0.625 Valid dan Reliabel
Work Family Conflict	0.906	0.929	0.725 Valid dan Reliabel
Job Satisfaction	0.841	0.886	0.609 Valid dan Reliabel
Burnout	0.861	0.9	0.643 Valid dan Reliabel

Based on table 5, it has been found that the Cronbach alpha value is above 0.70, meaning that the level of data reliability is good or reliable. Then the composite reliability value of each construct > 0.70 so it can also be concluded that the level of data reliability is good or reliable.

Hypothesis testing is presented in the table below.

Tabel 6. Hasil Uji Hipotesis

Hipotesis	Path Coef.	T Stat.	P-V	Hasil
Working Condition → Job Satisfaction	0.325	4.98	0	Hypothesis accepted
Work Otonomy → Job Satisfaction	0.297	4.322	0	Hypothesis accepted
Work Family - Conflict → Job Satisfaction	-0.260	3.566	0	Hypothesis accepted
Job Satisfaction → Burnout	-0.474	7.111	0	Hypothesis accepted

Based on table 6. It can be seen that the results of testing the research hypotheses starting from hypotheses one, two, three and four are accepted because the original sample is positive, t-statistics > 1.96 and P values < 0.05.

Based on the results of data testing using the SmartPLS program tool, the results of specific indirect effects can be seen in the following table.

Tabel 7. Result Spesific Indirect

Path	Path Coe.	T-Stat.	P-V
Kondisi kerja → Kepuasan Kerja → Burnout	-0.154	3.774	0
Otonomi Kerja → kepuasan kerja → Burnout	-0.141	4.114	0
Konflik Kerja → Kepuasan Kerja → Burnout	0.123	2.803	0.005

Based on table 7. Path analysis of the t-statistic or t-count value is useful for assessing the acceptance or rejection of the hypothesis, by comparing the t-statistic or t-count value with the t-table 1.96. For all the hypotheses above, it can be declared accepted because the t-statistic value > t-table.

4. Conclusion

This study shows that three independent variables, namely working conditions and work autonomy as antecedents of job satisfaction, are proven to have a significant and positive influence, and work family conflict is proven to have a significant and negative influence on job satisfaction. Furthermore, the results showed that job satisfaction has a negative effect on burnout. The outcome model (empirical model) of this study is known to have substantial small predictive accuracy (R2) and moderate predictive relevance (Q2) on burnout as the predicted dependent variable. In this study, there is only one path from one variable that predicts burnout, and in this path, the f2 value of job satisfaction is classified as a medium size effect (f2 > 0.15). Thus, job satisfaction is considered sufficient to predict burnout in inpatient nurses. The new contribution of this study is to propose a previously modified model, where the dependent variable is burnout, the mediating variable is job satisfaction, the independent variables are working conditions, work autonomy, and work-family conflict. In this model, for the construct of job satisfaction, the predictive accuracy (R2) is small and the predictive relevance is moderate (Q2). Therefore, it can be concluded that the antecedents of job satisfaction in this research model can adequately predict job satisfaction variables. Thus, this research model can be suggested to be replicated and further tested on other nurse populations in other potential hospitals for further research.

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