

## **The Role of Job Satisfaction in Moderating the Impact of Work Stress and Burnout on Nurse Performance**

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### **ABSTRACT**

Human Resources (HR) is an essential asset of a company. Therefore, it must be retained, maintained, and developed to keep the performance high. The objective of this study to find out the role of job satisfaction in moderating the impact of work stress and burnout on nurse performance. The population of this research comprises all the 65 nurses of RSKIA Sadewa, Yogyakarta. The sampling technique uses the census method. Data collection methods use a questionnaire and path analysis is used to analyze the data. The finding of this study indicate that work stress and burnout influence performance and job satisfaction. This study also shows the indirect substantial influence of work stress and burnout on the performance toward job satisfaction. Results of this study will add to the understanding that performance and job satisfaction can be built by reducing of stress and burnout. Consequently, employees will be motivated to achieve the organizational goals.

**Key Words:** Work Stress, Burnout, Job Satisfaction, Performance.

## **Peranan Kepuasan Kerja dalam Mengubah Kesan Tekanan Kerja dan *Burnout* pada Prestasi Jururawat**

### **ABSTRAK**

Manusia adalah aset penting sebuah syarikat. Oleh itu, ia mesti dikekalkan, dikembangkan, dan dibangun untuk mengekalkan prestasi tinggi. Objektif kajian ini adalah untuk mengetahui peranan kepuasan kerja dalam memperkuat pengaruh tekanan kerja dan burnout terhadap prestasi jururawat. Populasi kajian ini terdiri dari 65 orang jururawat RSKIA Sadewa, Yogyakarta. Teknik pensampelan menggunakan kaedah banci. Kaedah pengumpulan data menggunakan soal selidik dan analisis laluan digunakan untuk menganalisis data. Temuan kajian ini menunjukkan bahwa tekanan kerja dan burnout mempengaruhi prestasi dan kepuasan kerja. Kajian ini juga menunjukkan pengaruh tidak langsung dari tekanan kerja dan burnout terhadap prestasi melalui kepuasan kerja. Keputusan kajian ini akan menambah pemahaman bahwa prestasi dan kepuasan kerja dapat dibina dengan mengurangkan tekanan kerja dan burnout. Oleh itu, pekerja akan bermotivasi untuk mencapai matlamat organisasi.

**Kata Kunci:** Tekanan Kerja, *Burnout*, Kepuasan Kerja, Prestasi

## **INTRODUCTION**

Work stress is an important aspect for a company, primarily related to employee performance. Companies are demanded to have employees who are able to perform well and able to compete with other companies. Work stress is a tension condition affecting emotion, thought process and condition of someone (Handoko, 2012). Stress symptoms include both physical and mental health. Work stress can interfere with employee conditions to think, so employees do not focus on their work. Work stress can degrade the quality of work life and job satisfaction.

The results of a survey conducted by Indonesian National Nurses Association (PPNI) in 2006, showed that approximately 50.9% nurses working in four provinces in Indonesia had suffered work stress. Nurses often get dizziness, fatigue and cannot take a rest because of heavy workloads and time-consuming. Nurses also receive low salaries without adequate incentives (Rachmawati, 2007). The results of another study, also showed that 16% nurses had suffered emotionally exhaustion, 13% depersonalization and 10% the absence of appreciation or recognition for the achievements obtained (Khamisa et al, 2015). The workload of nurses make nurses to be very susceptible to burnout, in which the physical, emotional and mental conditions that are dropped, are caused by a very demanding work situations in the long-term (Maharani & Akde, 2012). Therefore, purposes of this study are to determine the effects of work stress and burnout on job satisfaction and performance. The study will also investigate the moderating role of job satisfaction in the relationships between the independent variables and a dependent variable.

## **LITERATURE REVIEW**

### **Work stress**

Work stress is a tension condition affecting emotion, thought process and condition of someone. Too much stress can threaten a person's ability to deal with environment. People with high stress level is bad tempered, aggressive, and shows uncooperative attitudes. People suffering work stress surely will decrease their ability to do something because they will not be able to control themselves. Stress occurs due to on the job and off the job (Handoko, 2012). On the Job factor is environmental condition and problems within the scope of companies, which have an effect on the stress level of employees in doing their job. The working conditions include: excessive workloads, time pressure, poor supervision quality, unsafe political climate, inadequate feedback on the implementation of work, insufficient authority to carry out the responsibilities, role ambiguity, frustration, interpersonal and group conflicts, the difference between the value of companies and employees, and various forms of changes. Off the Job factor is environmental condition or problems beyond the scope of companies, which affect the stress level of employees in doing their job. Such conditions include: financial worries, problems related to children, physical problems, marital problems, changes occurring in residence environment, and other personal problems. Results of study conducted by Chandra (2012) concludes that job satisfaction and work stress affect the employee performance of PT. Lie Fung Surabaya. Job satisfaction and work stress are contradicting. If the job satisfaction is high, then the level of work stress is low and the performance is also high. On the contrary, if the job satisfaction is low, then the level of work stress is high and the performance is low. Rashmi & Gole (2008) concludes that the higher level of stress correlates with lower performance whereas the higher job satisfaction shows the higher performance.

### **Burnout**

Leiter & Maslach (2009) defines burnout as feelings and attitudes of employees which are characterized by emotional exhaustion, depersonalization or attitudes to withdraw from other people and job, and the absence of appreciation or recognition for the work results because of dissatisfaction with work achievement or negative assessment. Presented by Pines and Aronson (Amelia &

Zulkarnain, 2005), burnout is a form of tension or psychological distress associated with chronic stress, suffered by a person from day to day, that is marked by physical, mental and emotional fatigue. Leiter and Maslach (2000) defines the job burnout as a psychological syndrome which is an individual response to the prolonged work. According to Basri (2004) Burnout is widely suffered by people who work in service occupations, such as health care, education, police, religion, and so on. Leiter and Maslach (2000) mentions several external factors causing burnout, namely as follows: organizational characteristic, job demands, role characteristic, interpersonal relationships, working conditions, career concern, and non-work pressure. Factors that cause burnout are divided into two, namely internal factors and external factors. Internal factors include age, sex, and personality. Whereas for external factors include working conditions, interpersonal relationships with co-workers, intensive working time, meager salaries, type of work, work demands, leadership styles and work pressure. Leiter and Maslach (2001) mentions three indicators of burnout, namely: emotional exhaustion, depersonalization and low personal accomplishment.

Results of study conducted by Madala et al (2014), shows that job stress and burnout do not affect the performance of nurses. Results of another study conducted by Maharaniand Akde (2012), showed that 45 respondents (85%) had suffered minor job burnout and 39 respondents (73%) had good performance in giving the nursing care. This study concludes that there is no relationship between job burnout and nurses performance in giving the nursing care in inpatient care facility of Kediri Baptist Hospital.

Hilde et al., (2013) concludes that nurses are significantly less satisfied with their job compared with physicians. Burnout score shows that the average is relatively low. Burnout score strongly correlates with susceptibility of personality trait, low job satisfaction, and high level of work stress. Job satisfaction among three intensive care units is significantly different.

### **Job satisfaction.**

Job satisfaction is a positive emotional state which is the evaluation result of someone's work experience (Mathis & Jackson, 2006). According to Hasibuan (2006), there are seven factors that greatly affect the level of employee job satisfaction, namely: fair and reasonable remuneration, proper placement and adjusted to the expertise, severity of work, atmosphere and working environment, equipment supporting for the implementation of work, the attitude of a leader in his leadership, and the nature of monotonous work or not.

Ahmad (2011) concludes that the lower job satisfaction may cause more stress in the form of workload, role conflict, and physical environment compared to the higher job satisfaction. This is because of fierce competition in the telecommunication industry. Organizations exert more effort and more pressure on employees to compete each other. The differences in demands, excessive workload and physical working conditions lead to work stress, which eventually will lower employee job satisfaction.

Dewi et al., (2014) concludes that there is a negative and significant effect between work stress and job satisfaction of employees. There is a negative and significant effect of work stress on employee performance, and there is a positive and significant effect of job satisfaction on the performance of employees in the sales division of UD Surya Raditya Negara.

### **Performance.**

Performance is the result of work in quality and quantity achieved by an employee in performing his duties in accordance with the responsibilities given to him (Mangkunegara, 2005). Several criteria that need attention in measuring performance, among others are: quantity of work, quality of work, job

knowledge, creativeness, cooperation, dependability, initiative, and personal qualities (Gomes, 2003). The main purpose of performance assessment is to produce accurate information about the behavior and performance of organization members (Simamora, 2006). Benefits of performance assessment are for: (1) performance improvement, (2) the adjustment of compensation, placement decisions, assessment needs, and the development as well as planning and development of career (Mangkuprawira, 2002).

## **METHODOLOGY**

This research is a quantitative research. The location of research is at Rumah Sakit Kesehatan Ibudan Anak (RSKIA) Sadewa Yogyakarta that has address at Babarsari TB 16 No. 13 Sleman, Yogyakarta. In this research, the independent variables are work stress ( $X_1$ ) and burnout ( $X_2$ ), the intervening variable in this research is job satisfaction ( $Z$ ) while the dependent variable in this study is performance ( $Y$ ). In this study, work stress is defined as a tension condition affecting emotion, thought process and condition of someone. The indicators are: (1) Stress on the Job, which is caused by: excessive workload, time pressure, poor supervision quality, unsafe political climate, inadequate feedback on the implementation of work, insufficient authority to carry out the responsibilities, role ambiguity, frustration, interpersonal and group conflicts, and various forms of changes, (2) Stress Off the Job, which is caused by: financial worries, physical problems, and other personal problems. Burnout is defined as a condition of feeling and attitude of employees, characterized by emotional exhaustion, depersonalization or attitudes to withdraw from other people and work, and the absence of appreciation or recognition for the work results because of dissatisfaction with work achievement or negative assessment. So, burnout indicators namely are: emotional exhaustion, depersonalization and personal achievement. Job Satisfaction is defined as a pleasant or unpleasant emotional state of employees in seeing their job with the indicators: severity of work, atmosphere and working environment, equipment supporting for the implementation of work, the attitude of a leader in his leadership, and the nature of monotonous work or not. Performance is the result of work in quality and quantity achieved by an employee in performing his duties in accordance with the responsibilities given to him with the following indicators: quantity of work, quality of work, job knowledge, creativeness, cooperation, dependability, initiative, and personal qualities.

The type of data needed is primary and secondary data. The data collection is conducted by distributing a questionnaire, in which the weights used for each question are: 4 (Strongly Agree), 3 (Agree), 2 (Disagree) and 1 (Strongly Disagree). The research respondents are 70 nurses in RSKIA Sadewa Yogyakarta. The results of validity test show that all question items on the variable of work stress, burnout, job satisfaction and employee performance have greater values in Corrected Item-Total Correlation ( $r$  count) than  $r$  table (0.244). Thus, the question items provided in the questionnaire have been eligible valid and can be included in further data analysis of this study. From the results of reliability test, it is obtained Cronbach Alpha value for each variable  $> 0.60$ , i.e. work stress (0.912), burnout (0.908), job satisfaction (0.902), and employee performance (0.967). Therefore, all variables in this study are stated reliable.

Classical Assumption Test. Normality test results show the significance value of each research model above 0.05, which means that the entire models in this study are normally distributed. Multicollinearity test results show the value of Variance Inflation Factor (VIF) less than 10 and the tolerance value is more than 0.10, which means that the regression model used in this study does not contain multicollinearity symptoms. Heteroskedastisitas test results show that the distribution of dots is random and does not form a particular pattern, which means that the regression model proposed in this study does not experience heteroskedastisitas symptoms. Research data analysis uses descriptive and

inferential analysis (using regression analysis and path analysis). While hypothesis test uses F test and t test at  $\alpha$  0.05.

## EMPIRICAL RESULTS

**Table 1: Data recapitulation of the most dominant respondents**

Characteristic	Dominant Character	Frequency	%
Gender	Female	65	100
Age	21 - 30years	42	65
Education	D1-D3	65	100
Work Period	2 - 5 years	30	46
Status	Married	46	71

(Sources: Processed Primary Data, 2015)

This research involves 65 nurses of RSKIA Sadewa, in which majority of respondents in this study are female (100%). This shows that all nurses in RSKIA Sadewa are women. Anoraga (2005) states that in pursuing career, women have burdens and constraints more severe than the male colleagues. In the sense, women shall overcome family affairs beforehand and other things concerning the domestic of household. Therefore, frequently women play double roles both in home and in the working world, so they suffer physical, mental, and emotional fatigue, which in psychology is called burnout. Table 2 shows that the opinion of Anoraga (2005) is not proven, where the results of this study show that the average level of respondents' burnout is 2.34 (low).

**Table 2: Summary of Descriptive Analysis of Research Variables**

No	Variable	Average	Percentage	Description
1	Work Stress	2.12	53	Low
2	Burnout	2.34	58.5	Low
3	Job Satisfaction	2.85	71.25	High
4	Employee Performance	3.30	82.5	Very High

(Sources: Processed Primary Data, 2015)

Majority of respondents in this study are aged 21-30 years (42%), have a diploma education level (100%), have a working period of 2 to 5 years (46 percent). Age, level of education and working experience will affect the ability of individuals to make decisions. On the implementation at the hospital, the decision-making is very crucial because it should be done quickly and precisely. With such characteristic condition, nurses are expected to support the achievement of high performance, so that they can handle any incoming patients quickly.

Majority of respondents in this study have got married (71%). Marital status also affects the burnout. According to Maslach & Jackson (1981) professionals who are still single suffer burnout more often than those who have got married. If it is compared between those who have had children and those who have not had children, then those who have had children, tend to experience lower burnout level. A married man generally tends to be older, stable, and mature psychologically. Involvement with families and children can prepare mentality in facing personal problems and emotional conflicts. Affection and social support from family can help someone to cope with emotional demands of the job, and someone who has got married has a more realistic view.

**Table 3: Summary of Hypothesis Test Results**

No	Hypothesis	Description
1	Work stress and burnout influences job satisfaction.	Proven
2	Work stress and burnout influences performance	Proven
3	Job satisfaction influences performance	Proven
4	The indirect effect (work stress and burnout on the employee performance through job satisfaction) is greater than the direct effect (work stress and burnout on the employee performance)	Proven

(Sources: Processed Primary Data, 2015)

Based on table 3, it is known that work stress has an effect on job satisfaction. The higher of work stress will reduce job satisfaction of nurses. Work stress and job satisfaction is interrelated. Lack of job satisfaction can be a source of stress, while high job satisfaction can reduce the effects of stress. If dissatisfaction causes the increase of work stress, there will be a greater tendency for employees to leave the organization.

These results correspond to the results of a research conducted by Chandra (2012) that job satisfaction and work stress are contradicting. If the satisfaction level is high, then the work stress level is low, so that the performance becomes high. On the contrary, if the job satisfaction is low, then the work stress level is high and the performance becomes low.

Table 3 shows that burnout has an effect on job satisfaction. The higher of burnout will decrease job satisfaction of nurses. In essence, working is a part of human life whose purpose is to obtain appropriate remuneration and useful to make ends meet. Routines in a job sometimes make employees suffer burnout. Burnout can happen anywhere, including in the workplace. Working environment can lead to burnout and it can decrease motivation to work. These results are consistent with a research conducted by Hilde et al (2013) who obtain the results that Burnout has negative effect on job satisfaction. The higher of burnout will decrease job satisfaction of nurses.

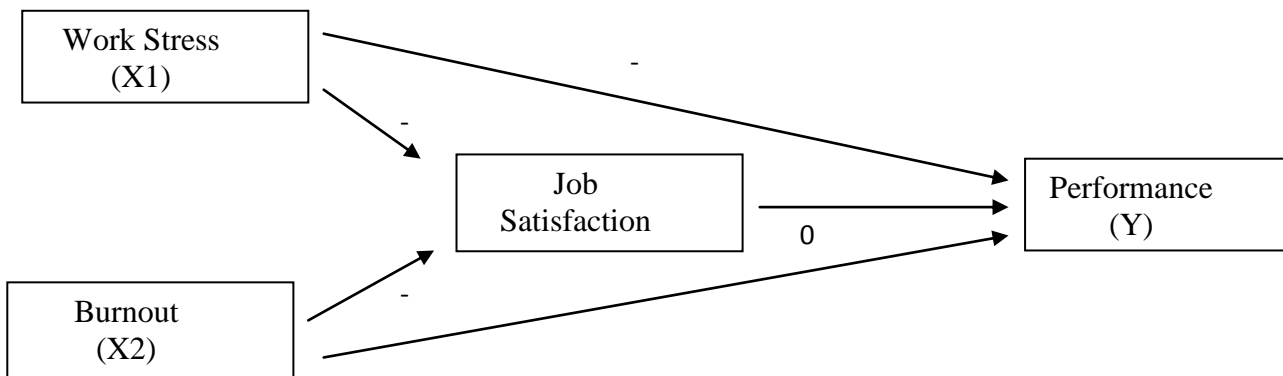
Table 3 shows that work stress has an effect on the performance. The higher of work stress will decrease the performance of nurses. According to Handoko (2012) work stress is a tension condition affecting emotion, thought process, and condition of someone. Companies must fast respond to it, because it will have an impact on the company's performance. Employee performance is a very important thing for a company to achieve its objectives. These results are consistent with a research conducted by Madala et al (2014) who obtain the results that work stress negatively affects performance.

Table 3 shows that burnout has an effect on the performance partially. The higher of burnout will decrease the performance of nurses. Work fatigue (burnout) is a kind of stress suffered widely by people who work in service occupations, such as health care, education, police, religion and so forth (Basri, 2004). Employees who suffer burnout will perform worse than employees who do not suffer burnout. The other unfavorable burnout consequence is the deteriorating employee relationship with coworkers. Burnout brings to behaviors that have negative impacts on the quality of working life. These results are consistent with a research conducted by Madala et al (2014) who obtain results that burnout has negative effects on performance.

The results of this study prove that job satisfaction negatively affect on the performance (Figure 1). The higher of job satisfaction will improve the performance of nurses. Basically, someone at work will feel comfortable and has high loyalty to the company, if he/she obtains job satisfaction in

accordance with what is desired by him/her. According to Wexley and Yukl (2003) in Bangun (2012) states that job satisfaction is a generalization of attitudes toward work. If the job satisfaction can meet the expectations and needs of employees, then it will be able to increase the performance of employees. Employees with high job satisfaction show a positive attitude towards work. Employees who are satisfied, will speak positively about the organization, employees have a desire to help other colleagues, and employees will work earnestly. One of important elements that affects the performance of a company is how to meet the expectations of employees, so that employee satisfaction can be achieved. High satisfaction is shown by the high level of responsibility on any job, feeling peace in work, having a close relationship between employees and work colleagues or superiors, a comfortable work space, obtaining satisfactory salaries, and complete facilities to bolster the performance. If the employee satisfaction is higher, then employees will be motivated to perform their duties well, so that the relevant level of company performance can be achieved. These results are consistent with a research conducted by Chandra (2012) who obtains results that job satisfaction has positive effect on employee performance.

**Figure 1: Path Analysis Results**



(Sources: Processed Primary Data, 2015)

From Figure 1, it can be concluded that the magnitude of indirect effect (work stress and burnout on performance through job satisfaction) is greater than the direct effect (work stress and burnout on the performance). Thus, job satisfaction can be a mediating variable on the relationship between job stress, burnout, and performance. Based on the description above, the research hypothesis is supported.

## **CONCLUSION**

The results of this study prove that work stress and burnout influences job satisfaction, work stress and burnout influences performance, and job satisfaction influences performance. This study also shows the indirect substantial influence of work stress and burnout on performance toward job satisfaction. This research has limitations, firstly, responses to the questionnaire were collected since the conditions in the field did not allow for in-depth interviews with the respondents, and secondly, path analysis uses only simple method. Hence, for next researchers suggested to furnish for finding data uses questionnaire and depth-interviews. In addition, also suggested use more sophisticated model research and data analysis software.

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