

The Influence of Workload, Burnout and Subjective Well Being on Employee Performance With Organizational Citizenship Behavior As An Intervening Variable in RSUD Dr. Mohammad Zyn Sampang District

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Abstract

The purpose of this study was to determine the effect of workload, burnout, subjective well-being (OCB) on employee performance at Dr. Hospital. Mohammad Zyn, Sampang Regency. Total sampling (saturated sampling) was used as the sampling technique. The research sample consisted of 70 respondents. Collecting data by distributing questionnaires to all respondents. The collected data were then analyzed using the PLS-SEM analysis technique. The results showed that workload had a positive and significant effect on (OCB). Workload has a positive and significant effect on employee performance. Burnout has a negative and significant effect on Organizational Citizenship Behavior (OCB). Burnout has no significant effect on employee performance. Subjective well-being has a positive and significant effect on (OCB). Subjective well being has a positive and significant effect on employee performance. Organizational Citizenship Behavior (OCB) has a positive and significant effect on employee performance.

Keywords: Workload, Burnout, Subjective Well being, Organizational Citizenship Behavior (OCB), Employee Performance.

INTRODUCTION

Every company or agency has a vision and mission that it wants to achieve, including hospital agencies which have a vision and mission in health services. Hospital health care itself provides services such as supportive, preventive, curative and rehabilitation services offering inpatient, outpatient and emergency services. Of the many health service providers in hospitals, this makes hospital employees experience many challenges and problems. Seeing the facts in the field at RSUD Dr. Mohammad zyn, Sampang Regency, many employees do work that is not in accordance with the SOP so that this becomes an obstacle to performance, besides that, the effect of unfinished work because employees are faced with so many patients that it makes employees feel bored. Another thing, find a lack of emotional connection between one employee and another employee so that this disturbs the employee's psychology and makes the employee not find welfare, besides that, many employees lack the initiative to help other employees who need help because they are facing a large number of patients many, so that in this case it has an impact on employee performance at Dr. Mohammad Zyn, Sampang Regency. Thus it is important

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From the above phenomenon, a performance appraisal is needed in a company or agency in order to know the performance of each employee. In Hermanto Pambudi (2017), the concept of workload is a set of activities that must be carried out by a person or organization within a certain time under normal conditions. So, it can be interpreted that workload is a set of tasks or work assigned to employees that they must complete within a certain time. The results of M.rofik's research (2022) show that workload has a significant effect on employee performance. However, in contrast to the results of Yuni Fakhtul Alifah's research (2020), workload has a negative and not significant effect on employee performance variables.

In addition to the workload that is used as a measurement in assessing burnout employee performance, it is also an assessment of employee performance. Maslach and Leiter (2005) argue that burnout is a negative emotional reaction that occurs in the work environment when an individual experiences prolonged stress. The results of Qiro, Na Baridatul Maulidah's research, et al, (2022), showing the results of the study that Burnout has a positive and significant effect on employee performance. However, it is different from the results of Febrisa Yosanti's research (2020), stating that Burnout does not affect employee performance.

In addition to the burnout indicator which functions as an employee performance evaluation tool, there are other indicators, namely subjective well-being. Subjective well-being or subjective well-being is one approach to positive psychology. According to Diener, Lucas, and Oish in rubiatin (2018), subjective well-being is defined as cognitive ability and affective evaluation of life.

According to Diener & Chan in the publication of Susi Dewi al Amilia et al (2022), subjective well-being consists of evaluating the results of thought processes and recognizing the next life based on one's mood. The results of research conducted by, Tovan-Tovan, Rusdian Rauf (2020), by stating the results of the research that subjective well-being has a positive and significant effect on employee performance. But different from the results of the study of Arif Fina Wulandari Puspita (2018), that subjective well-being does not affect employee performance.

Robbins and Judge (2017) Organizational citizenship behavior (OCB) is arbitrary (voluntary) behavior that is not part of the formal status requirements of employees, even though it contributes to the formal status of employees. The results of Anwar's research (2021) show from the results of the study that the OCB variable has a positive and significant effect on employee performance. However, in contrast to the results of Ricky Lukito's research (2020), the OCB variable has no positive effect on employee performance.

Drawing conclusions from the above explanation, then the novelty of this research is the integrated study of the influence of workload, burnout and subjective well-being on organizational behavior (OCB) and employee performance. As well as the object of research, namely in Dr. Hospital Mohammad Zyn Sampang district.

Theoretical Basis

Resource Management Man is the science and art of managing labor relations and roles in order to be effective and efficiently assist the realization of the goals of the company, employees, and society Hasibuan, (2019).

Burden Work According to Vanchapo (2020:1) Workload is a process or urgent activities resolved by a worker in term certain time. Burnout according to Hariyadi (2006) that burnout is a term that describes an emotional condition someone who feels tired and mentally bored, emotional and physical consequences of increased job demands. Subjective well-being according to Pinqor and Sarenso (2000) explains that subjective well-being is a positive evaluation in individual life related to feeling very good. This means that subjective well-being is a cognitive and affective evaluation tool in each individual. Diener, et al in Snyder & Lopez, (2008). Employee performance according to basri & rivai in masraam and muah (2015), employee performance is the result of a person as a whole in a certain period of carrying out tasks which include standards of work results, predetermined goals and targets.

Research Hypothesis

Hypothesis 1: workload has a significant effect on OCB in RSud Dr. Mohammad Zyn, Sampang Regency

Hypothesis 2: workload has a significant effect on employee performance at Dr. Mohammad Zyn Sampang district.

Hypothesis 3: Burnout has a significant effect on OCB at Dr. Hospital. Mohammad Zyn, Sampang Regency.

Hypothesis 4 : burnout has a significant effect on employee performance at Dr. Mohammad Zyn, Sampang Regency.

Hypothesis 5: Subjective Well-being significant effect on OCB at Dr. Hospital. Mohammad Zyn, Sampang Regency.

Hypothesis 6: subjective well-being has a significant effect on employee performance at Hospital Dr. Mohammad Zyn, Sampang Regency.

Hypothesis 7: OCB has a significant effect on employee performance at Dr. Mohammad Zyn, Sampang Regency

RESEARCH METHODS

Types of research used in this research is a type of quantitative research by applying the descriptive approach method and the verification approach method. Populationally employees in the field of human resources in the administrative staff section of the RSUD Dr. Mohammad Zyn Sampang Regency as a population of 70 employees. The sampling technique used in this study was total sampling (saturated sample). In this study all employees of the administrative staff at Dr. Hospital. Mohammad Zyn, Sampang Regency, was used as a sample (70 respondents). The instrument used in this research is a questionnaire. The scale used in the questionnaire is the Likert scale. The questionnaire contains information from the respondents (gender, age, last education). In this study the technique used for hypothesis testing and data analysis uses PLS-SEM.

RESEARCH RESULTS AND DISCUSSION

PLS-SEM analysis

Outer Model

Convergent Validity Testing

Convergent validity is evaluated based on outer loading and AVE (Average Variance Extracted). The rule for convergent validity is external exposure ≥ 0.50 and AVE ≥ 0.50 (Hair et al., 2017: 130). Indicators that are considered valid can also be evaluated using the t-statistic value, provided that the indicator is considered valid if the t-statistic value is greater than 1.96 or the p-value is less than $\alpha 5\%$ (Hair et al., 2017: 168). Convergent validity of each variable indicator of workload, burnout, subjective well-being, (OCB) and employee performance at Dr. Mohammad Zyn, Sampang Regency.

Table 1. Convergent Validity

Construct	Indicator	OuterLoading	T Statistics	P Values	Decision
Workload (X1)	X1.1	0.870	18,654	0.000	Valid
	X2.2	0.912	41,003	0.000	Valid
	X1.3	0.772	7,335	0.000	Valid
Burnout(X2)	X2.1	0.826	6,514	0.000	Valid
	X2.2	0.741	3,904	0.000	Valid
	X2.3	0.854	8,907	0.000	Valid
Subjective Well-Being(X3)	X3.1	0.893	24,350	0.000	Valid
	X3.2	0.887	24,224	0.000	Valid
	X3.3	0.592	4,838	0.000	Valid
Organizational Citizenship Behavior(Z)	Z. 1	0.735	8,228	0.000	Valid
	Z. 2	0.841	28,837	0.000	Valid
	Z. 3	0.799	14,462	0.000	Valid
	Z. 4	0.833	17,496	0.000	Valid
	Z. 5	0.831	18,565	0.000	Valid
Employee Performance (Y)	Y. 1	0.765	13,633	0.000	Valid
	Y.2	0.855	24,418	0.000	Valid
	Y.3	0.843	21,076	0.000	Valid
	Y.4	0.747	9,214	0.000	Valid
	Y.5	0.825	21,464	0.000	Valid

Source: Appendix 6.

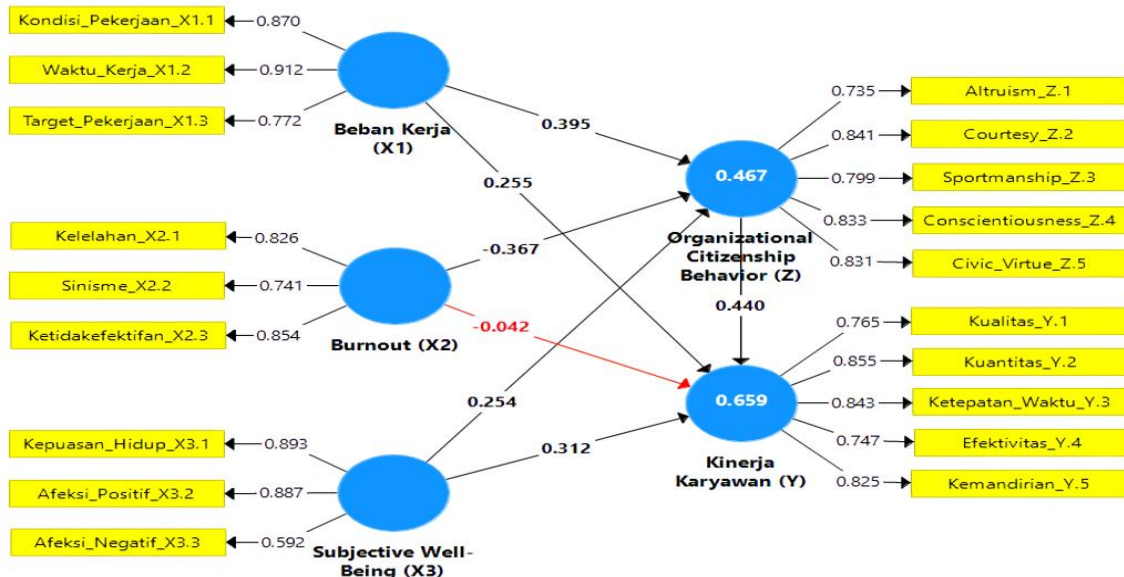


Figure 1. Internal Consistency in PLS

Internal Consistency Testing

The next evaluation of the outer model is internal consistency, namely examining the consistency of indicators in the measurement structure. Two measures can be used for

internal consistency in PLS, namely Cronbach alpha and composite reliability. Cronbach alpha is greater than 0.60, while the rule of thumb for composite reliability is greater than 0.70, although 0.60 is still acceptable. (Hair et al., 2017: 127). Internal consistency assessment is carried out on the variables of workload, burnout, subjective well-being, (OCB) and employee performance.

Table 2. Internal Consistency Testing

Construct	Cronbach's Alpha	Composite Reliability	AVE
Workload (X1)	0.816	0.889	0.729
Burnout(X2)	0.758	0.849	0.654
Subjective Well-Being(X3)	0.735	0.841	0.644
OCB(Z)	0.868	0.904	0.654
Employee Performance (Y)	0.868	0.904	0.653

Source: Appendix 6

Hypothesis Testing Results
Direct Effects Analysis

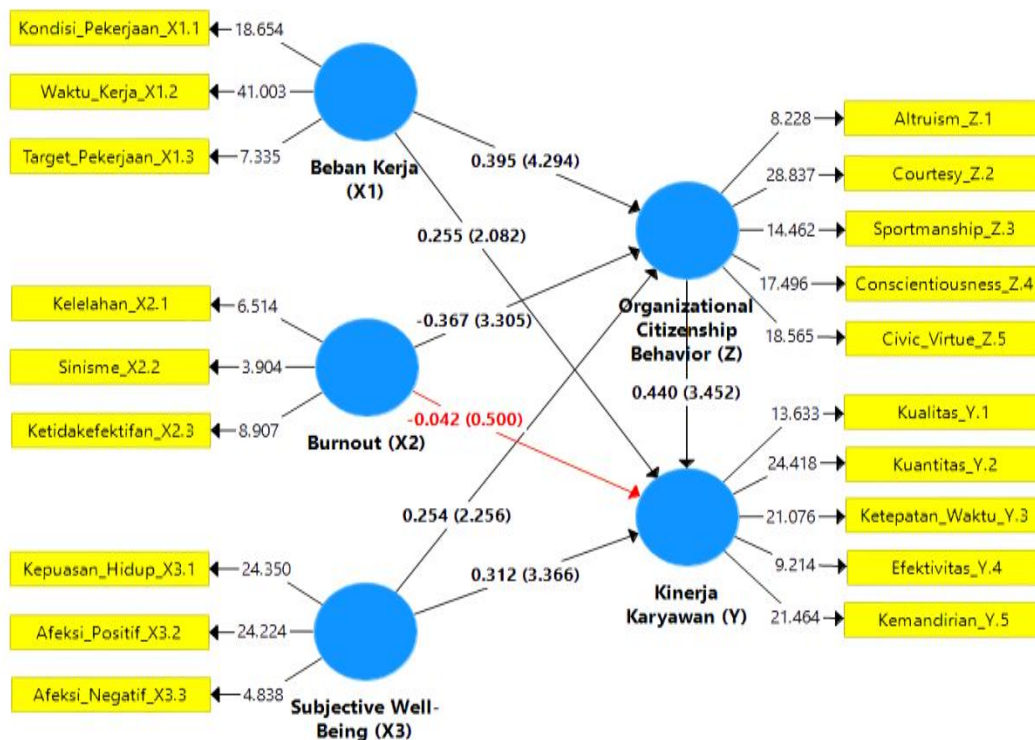


Figure 2. Bootstrapping PLS results
 (Source: Appendix 8)

The bootstrapping results lead to a significance test for each path. For a two-tailed test, the research hypothesis can be accepted if the t value (t-statistic) ≥ 1.96 or the p value is less than the error rate (α) of 5%. The following are the path coefficient values (original

sample estimates), calculated t values (t statistics), and p values for the PLS model generated by PLS Bootstrapping:

Table 3. The results of testing the direct effect hypothesis

No	Direct Influence	Coeff.	T-Stat	P-Values	Ket.
1	Workload (X1)→Organizational Citizenship Behavior(Z)	0.395	4,294	0.000	H1 is accepted
2	Workload (X1)→Employee Performance (Y)	0.255	2,082	0.038	H2 is accepted
3	Burnout(X2)→OrganizationalCitizenshipBehavior(Z)	-0.367	3.305	0.001	H3 is accepted
4	Burnout(X2)→Employee Performance (Y)	-0.042	0.500	0.617	H4 is rejected
5	Subjective Well-Being(X3)→OrganizationalCitizenshipBehavior(Z)	0.254	2,256	0.025	H5 accepted
6	Subjective Well-Being(X3)→Employee Performance (Y)	0.312	3,366	0.001	H6 is accepted
7	OrganizationalCitizenshipBehavior(Z)→Employee Performance (Y)	0.440	3,452	0.001	H7 accepted

Source: Appendix 8

Discussion

Effect of workload on Organizational Citizenship Behavior (OCB) in Dr. Mohammad Zyn, Sampang Regency

Based on the results of statistical analysis, it shows that the workload variable has an effect on organizational citizenship behavior (OCB) in Dr. Hospital. Mohammad zyn Sampang district showed a coefficient value of 0.395 with a T-statistic of 4.294 (> 1.96) and a p value of 0.000 (<5%), these results indicate that workload has a positive and significant effect on (OCB) in Dr. Hospital. Mohammad Zyn, Sampang Regency.

The results of this study are in line with research from Novi Krisna, et al (2022), Sutrisno, Mutiara Indriasari (2020) which states that directly workload has a positive and significant effect on (OCB). That is, the better the employee performs the workload offered by the agency, the higher the contribution to the agency.

The effect of workload on employee performance at the Hospital. Dr. Mohammad Zyn, Sampang Regency.

Based on the results of statistical analysis, it shows that the workload variable affects the performance of employees at RSUD Dr. Mohammad Zyn Sampang Regency showed a coefficient value of 0.255 (positive) with a t-statistic of 2.082 (≥1.96) and a p-value of 0.038 (≤5%). These results indicate that workload has a positive and significant effect on employee performance.

The results of this study are in line with the research of M. rofik (2022), Milafatul Qoyyimah et al. (2019) shows that the results of workload research have a

significant effect on employee performance. The same research results were found in research conducted by Fatimah Basalamah (2021). According to the research results, workload has a significant effect on employee performance.

Effect of burnout on Organizational Citizenship Behavior (OCB) in Dr. Mohammad Zyn Hospital, Sampang Regency.

Based on the results of statistical analysis, it can be seen that the effect of the Burnout variable on (OCB) in Dr. Mohammad Zyn Sampang Regency has a coefficient value of -0.367 (negative) with a t-statistic of 3.305 (≥ 1.96) and a p-value of 0.001 ($\leq 5\%$). These results indicate that burnout has a negative and significant effect on organizational citizenship behavior (OCB).

The results of this study are in line with Rizal Fatkhurohman's research (2022) that burnout does not affect the behavior of organizational members (OCB). The same research results were also found in Roband's research (2019) which stated that burnout has a negative effect on (OCB).

Effect of burnout on employee performance at Dr. Mohammad zyn sampang district

Based on the results of statistical analysis it is known that the effect of burnout on employee performance at RSUD Dr. Mohammad Zyn Sampang Regency The coefficient value is -0.042 and the t-statistic is 0.500 (5%). These results indicate that burnout has no significant effect on employee performance.

The results of this study are in line with Febrisa Yosanti's research (2020) which found that burnout has no effect on employee performance. The results of the same research were published in Qiro'na Baridatul Maulidah et al. (2022) found that burnout does not interfere with employee performance.

The Effect of Subjective Well-being on Organizational Citizenship Behavior (OCB) in Dr. Mohammad Zyn, Sampang Regency

Based on the results of statistical analysis, it shows that the effect of the Subjective Well-being variable on (OCB) at Dr. Hospital. Mohammad Zyn Sampang Coefficient value of 0.254 (positive) with a t-statistic of 2.256 (≥ 1.96) and a p-value of 0.025 ($\leq 5\%$). These results indicate that Subjective Well-being has a positive and significant effect on Organizational Citizenship Behavior (OCB) behavior

The results of this research are in line with the research conducted Fatwa Tentama, (2021), states that the results of subjective well being research have a positive and significant effect on behavior (OCB). The results of this study are the same as the research conducted by Hin Su Khian (2021) Subjective *Well-being* positively influence organizational Citizenship behavior (OCB).

The effect of Subjective well-being on employee performance at Dr. Mohammad Zyn, Sampang Regency.

Based on the results of statistical analysis, it shows that the influence of subjective well-being variables on employee performance at Dr. Hospital. Mohammad Zyn Sampang Regency with a coefficient value of 0.312 (positive) with a T-statistics of 3.366

(≥ 1.96) and a P-value of 0.001 ($\leq 5\%$). These results indicate that subjective well-being has a positive and significant effect on employee performance.

The results of this study are in line with the research conducted by Tovan Tandiyono (2020), by stating the results of the study that subjective well-being has a positive and significant effect on employee performance. The results of the same research were found in the research conducted by Tovan-tovan, Rusdianan Rauf (2020), stating that subjective well-being has a significant effect on employee performance.

The influence of Organizational Citizenship behavior (OCB) on employee performance at Dr. Mohammad Zyn, Sampang Regency

Based on the results of statistical analysis, it shows that the Organizational Citizenship Behavior (OCB) variable influences the performance of employees at RSUD Dr. Mohammad Zyn Sampang Regency with a coefficient value of 0.440 (positive) with a t-statistic of 3.452 (≥ 1.96) and a p-value of 0.001 ($\leq 5\%$). The results of this study indicate that Organizational Citizenship Behavior (OCB) has a positive and significant effect on performance.

The results of this study are in line with the research of Ahmad Bustomi et al. (2020) and Anwar (2021) show from the results of the study that the OCB variable has a positive and significant effect on employee performance. The same research results were found in Tony Yuwanda and Nila Pratiwi's research (2020). The results of the study show that Organizational Citizenship Behavior (OCB) has a positive and significant effect on employee performance.

CONCLUSION

Based on the results of the analysis in the previous chapters, a conclusion can be drawn in this study including the following:

1. The workload variable has a positive and significant effect on Organizational Citizenship Behavior (OCB) at Dr. Hospital. Mohammad Zyn Sampang district
2. The workload variable has a positive and significant effect on employee performance at Dr. Hospital. Mohammad Zyn Sampang district.
3. The burnout variable has a negative and significant effect on organizational citizenship behavior (OCB) at Dr. Hospital. Mohammad Zyn Sampang district.
4. The burnout variable has no significant effect on employee performance at Dr. Hospital. Mohammad Zyn Sampang district.
5. The subjective well-being variable has a positive and significant effect on organizational citizenship behavior (OCB) in Dr. Hospital. Mohammad Zyn Sampang district
6. The subjective well-being variable has a positive and significant effect on employee performance at Dr. Hospital. Mohammad Zyn Sampang district.
7. The organizational citizenship behavior (OCB) variable has a positive and significant effect on employee performance at Dr. Hospital. Mohammad Zyn Sampang district.

Suggestion

The suggestions that can be given from the results of this study include the following:

1. For Rsud Dr. Mohammad Zyn, Sampang Regency
 - a. To improve employee performance at Rsud Dr. Mohammad Zyn, Sampang Regency, the superiors gave valuable awards to employees.
 - b. To reduce the workload on administrative staff at Dr. Hospital. Mohammad zyn, Sampang district, then superiors need to divide working time for employees with a certain time.
 - c. To form high OCB behavior, it is necessary for superiors to conduct training that leads to a family culture and a sense of ownership of the institution.
2. For further research.
For further research, organizational culture, religious leadership and incentives can be added which might affect OCB and employee performance.

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