



## Relationship of job level, burnout to job satisfaction and task performance in functional officers managing goods and services procurement in government institutions

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### ABSTRAK

*Kelelahan Emosi, frustasi maupun emosional atau yang disebut burnout merupakan penyebab sikap kerja yang buruk, konsentrasi yang tidak fokus serta penilaian yang negatif pada karyawan, dalam dunia kerja banyak sekali hal hal yang mempengaruhi seorang pekerja dalam mencapai kepuasan kerja, faktor yang mengakibatkan pimpinan dan pekerja itu sendiri tidak puas akan hasil pekerjaan yang sudah diselesaikan akibat kelelahan, emosi, frustasi. Pada studi ini peneliti menggunakan sample 166 pegawai Unit Kerja Pengadaan Barang dan Jasa dengan jabatan fungsional Pengelola Pengadaan Barang/Jasa Aparatur Sipil Negara Republik Indonesia. Studi kami menemukan bahwa tingkat pekerjaan memiliki hubungan positif dengan kepuasan kerja, dan kelelahan memiliki hubungan positif dengan tingkat pekerjaan, kepuasan kerja, dan kinerja tugas. Sedangkan tingkat pekerjaan tidak signifikan berpengaruh terhadap kinerja karyawan. Temuan penelitian ini memberikan informasi yang berguna bagi praktisi pengembangan organisasi dan peneliti dalam memahami kepuasan kerja pada pejabat Fungsional UKPBJ serta kinerja tugas di lingkungan kerja UKPBJ. Temuan ini bermanfaat bagi para profesional untuk lebih memahami dinamika kelelahan dalam mempromosikan kepuasan kerja dan kinerja tugas karyawan berdasarkan tingkatan pekerjaan mereka dan masalah psikologis pekerja pada Aparatur Sipil Negara di Republik Indonesia.*

### ABSTRACT

Emotional exhaustion, frustration or emotional or what is called burnout is the cause of bad work attitudes, unfocused concentration, and negative assessment of employees, in the world of work there are many things that affect a worker in achieving job satisfaction, factors that cause leaders and workers itself is not satisfied with the results of the work that has been completed due

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to fatigue, emotions, frustration. In this study, researchers used a sample of 166 employees of the Goods and Services Procurement Unit with a functional position as Goods/Services Procurement Manager for the State Civil Service of the Republic of Indonesia. Our study found that job level has a positive relationship with job satisfaction, and fatigue has a positive relationship with job level, job satisfaction, and task performance. While the level of work has no significant effect on employee performance. The findings of this study provide useful information for organizational development practitioners and researchers in understanding job satisfaction of UKPBJ Functional officials as well as job performance in the UKPBJ work environment. These findings are useful for professionals to better understand the dynamics of fatigue in promoting job satisfaction and job performance of employees based on their job levels and psychological problems of workers in the State Civil Service in the Republic of Indonesia.

## INTRODUCTION

Emotional exhaustion, frustration or emotional or what is called burnout is the cause of a bad work attitude, unfocused concentration and negative judgment from an employee (Maslach *et al.*, 2001; Sak, 2018), in the world of work, there are so many things that affect a person. In achieving job satisfaction, factors that result in the leadership and the workers themselves are not satisfied with the work results that have been completed are fatigue, emotion, and frustration (Rosyid, 1996). People who tend to experience fatigue, emotion, and frustration are those who work in the social or public service sector. According to Darmawan *et al.* (2015), it is explained that the stress and fatigue experienced by individuals in work who directly face humans as service recipients will cause burnout, while the impact of burnout can result in decreased performance (Rosita & Yanuar, 2019) .

Many factors cause fatigue or burnout in work, one of which is the workload that affects the performance of the tasks carried out by employees (Hapsari *et al.*, 2019), the impact of heavy workloads and high task performance, resulting in fatigue and becoming burnout and affecting employee job satisfaction. Several research literatures regarding the relationship between job level, burnout, job satisfaction, and performance have been widely studied by previous researchers, such as research by Kim *et al.* (2017) where job level, fatigue on job levels, and job satisfaction in workers in South Korea. Lizano & Barak (2015); Talachi & Gorji (2013) also explain the role of burnout on job satisfaction in mining industry employees in Iran and the welfare of public children in Southern California. Chan *et al.* (2015) investigated the relationship between burnout and casino employee satisfaction in Macau. Meyer *et al.* (2015) examined job level, burnout (stress, emotion, and fatigue), job satisfaction in Los Angeles hospital nurses. Ronen & Mikulincer (2012) reviewed 485 sub-ordinates of full-time employees in the banking, insurance, and accounting industries in Israel regarding job contributions, job satisfaction, and burnout.

At the end of their study, Chan *et al.* (2015) explained that for further research, they examined other variables that affect performance and job satisfaction. Meanwhile, Lizano & Barak (2015) explained that it was necessary for respondents who were directly involved in the burnout condition because the sample of respondents who were involved in burnout did not participate in the research process. Mullen *et al.* (2018) also emphasize the existence of other variables that affect satisfaction and burnout.

Based on the results of the research gap above, the researcher will conduct research on the relationship between job level, burnout, job performance and job satisfaction at a government institution and civil servants in Indonesia, because previous research was conducted in the health, manufacturing, and education sectors. However, it has never been conducted on the Employees of the Government Goods and Services Procurement Unit (UKPBJ). This research is a pilot project at UKPBJ as material for evaluating the rampant burnout and criminalization of UKPBJ work units. This research has never been carried out in Functional Positions at the Goods and Services Procurement Work Unit (UKPBJ) in Indonesia, so the authors are interested in conducting this research. In addition, this study also examines functional positions that previous researchers have not studied.

This study aims to determine how much the relationship between Burnout, job level, and task performance on job satisfaction occurs in State Apparatus and Civil Servants in the Government Goods and Services Procurement Work Unit (UKPBJ). The next objective of this study is to reference the UKPBJ in analyzing the fatigue conditions that occur in the work process of UKPBJ employees at the work level, which requires high concentration and is prone to excess working hours so that later they will have a breakthrough to anticipate and make policies related to this burnout. As for the government, especially UKPBJ, can study and provide input and direction to all stakeholders in the procurement section so that with the results of this research, UKPBJ can develop more advanced in the future and deal with fatigue caused by work and find the right and accurate solution.

## **LITERATURE REVIEW AND HYPOTHESIS FORMULATION**

### **Burnout**

The term burnout was first put forward by Freudenberg, a psychiatrist in New York in 1974 whereas a psychiatrist, Freudenberg saw many volunteers who were initially excited to help patients suddenly experience a decrease in motivation and work commitment, symptoms of physical and mental fatigue accompanied this decline. According to Maslach & Schaufeli (2001), burnout is exhaustion both physically and emotionally which causes the development of negative self-concepts, lack of concentration, and bad work attitudes, usually burnout is followed by decreased work performance as according to Griffin *et al.* (2010), burnout is a psychological process that is caused by unrelated work stress, which causes emotional exhaustion, stress,

personality changes, feelings and decreased achievement. When the work stress exceeds the adaptive level without an effective coping mechanism, that is called burnout syndrome, which is the domain of this disease in people-related professions and raises the consequences of interpersonal and organizational relationships (Prastio *et al.*, 2020).

Burnout can be categorized into three dimensions, and the first is Emotional Exhausted, emotional exhaustion caused by the emotional drainage of energy to deal with situations due to workload or job demands. Feelings of frustration, hopelessness, depression, sadness, irritability, feeling overwhelmed by existing tasks, irritability for no apparent reason are some of the conditions that can describe emotional exhaustion. In social services, emotional exhaustion can drain service providers from engaging with clients, thus becoming less responsive to the needs of clients or service recipients. The second is Depersonalization, a feeling where a person feels that he has lost his self-reality and feels he is acting like someone else or like a robot. Depersonalization also leads to the development of negative attitudes and feelings towards clients or service recipients. Depersonalization is associated with negative attitudes, being rude to distance from other people, withdrawing from and not caring about their surroundings. The third is to Reduce Personal Accomplishment, a decrease in one's personal achievement is related to a decrease in self-competence, motivation, and work productivity. This can be caused by guilt due to unattainable work goals and feelings of inferiority accompanied by a lack of self-respect. Usually a decrease in personal achievement is indicated by an unfriendly attitude when serving clients, less concern for others, reduced empathy, feeling that the activities carried out are useless (Maslach *et al.*, 2001; Sak, 2018).

Burnout has four dimensions, first is physical exhaustion, characterized by complaints of physical disorders such as headaches, nausea, always feeling tired, and followed by changes in eating and sleeping patterns. The second is emotional exhaustion (emotional exhaustion), characterized by feelings of anxiety, depression, frustration, irritability, bad temper for no apparent reason. The third is mental exhaustion, which is characterized by the appearance of a cynical attitude towards clients, always thinking negatively of others, and looking down on oneself. The fourth is low self-esteem (low of accomplishment), characterized by feelings of dissatisfaction in all dimensions within oneself (Rosyid, 1996).

The appearance of burnout can be influenced by several factors, according to Maslach *et al.* (2001); Sak (2018), factors that affect burnout are situational and individual factors, situational factors themselves are divided into job characteristics, occupational characteristics, and organizational characteristics. Individual factors consist of demographic characteristics related to age, sex, education, and marital status. Personal characteristics and a person's attitude towards their job (job attitude). Meanwhile, according to Schaufeli & Buunk (1996), burnout can be influenced by the number of jobs demands, task performance problems, lack of social support, lack of

self-regulatory activity, and related client demands. Researchers will emphasize that this study uses the dimensional theory proposed by Maslach *et al.* (2001); Sak (2018), namely emotional exhaustion, Depersonalization, and decreased personal achievement. Which is influenced by job characteristics, organizational characteristics and job characteristics.

Based on what has been described above, burnout is a condition of work fatigue caused by untreated work stress, resulting in decreased achievement, changes in attitudes, and both physical and psychological problems in a worker.

### **Job Level**

The level of positions is classified into 2 categories, managerial and non-managerial, but in this study the job level is represented by a position which can be defined etymologically as a job or task in government or an organization concerning position and rank. Position can also be interpreted as a position that shows the duties, authorities, responsibilities, and rights of a civil servant or employee at an institution or company (Kim *et al.*, 2017). These duties and authorities are described in detail to the employee or employee to clear what their duties and responsibilities are (Kim *et al.*, 2017). Meanwhile, according to Santoso & Masman (2015), a job description is a list of positions, responsibilities, reporting relationships, job conditions and supervisory responsibilities. Positions in the State Civil Apparatus are divided into several types of positions, one of which is a functional position which is technically a position that is usually listed in the organizational structure, but based on the point of view of its function, it is clearly indispensable in carrying out the implementation of the main tasks in a government or private organization (Law No. 5 of 2014 on State Civil Apparatus, 2014).

In this job level, the author will focus more on functional positions where a group of positions contains functions and tasks related to functional services based on specific expertise and skills. Functional Positions in the State Civil Apparatus consist of two positions, namely a functional position of expertise and a functional skill position, and a functional position that we will use as a parameter is the first functional skill, young and middle (Regulation of the Minister for Administrative Reform and Bureaucratic Reform of the Republic of Indonesia No 13 of 2019, 2019). From some of the definitions above, we as a result of this explain that the job level is a certain level of position based on expertise with functional duties and services, as well as with the division of positions as the first expert, junior expert and intermediate expert (Regulation of the Minister for Administrative Reform and Bureaucratic Reform of the Republic of Indonesia No 13 of 2019, 2019).

### **Job Satisfaction**

Job satisfaction is defined as a pleasant emotional state (Jenaibi, 2010) and is a significant predictor of organizational behaviour (Gyekye & Haybatollahi, 2015). Similarly, French *et al.* (2020); Organ (1988); Organ & Konovsky (1989) argue that

job satisfaction has two constituents: an affective component and a non-affective (cognitive) component. The affective component refers to the emotional state of the employee, and the non-affective (cognitive) component refers to the satisfaction associated with appraising task performance. Alotaibi (2001); Lovett *et al.* (2004); Parnell & Crandall (2003) describe job satisfaction as a hot topic because most of the industrial/organizational psychology, organizational behavior, and social psychology literature includes these factors as the focus of research.

Job satisfaction is the main determinant of work environment assessment (Nair *et al.*, 2017), and generally positively affects employee performance (Jenaibi, 2010). Since the term job satisfaction affects an employee's emotional bond with his employer, which he associates with his job, many intrinsic and extrinsic reward factors influence him. For example, pay is a significant predictor of job satisfaction because it is a key factor that helps employees to meet their basic needs such as food, shelter, clothing and status symbols (Hur *et al.*, 2015).

Bodur (2002) asks for factors such as gender, employee age, education level, work environment, location, coworker attitude, compensation, and working hours related to job satisfaction. Research to date has suggested that, contrary to Western countries' situation, job satisfaction has no relationship with work-family conflict in developing countries, which suggests a different interpretation of the concept in development. and developed countries (Namayandeh *et al.*, 2011).

There are several dimensions of job satisfaction that can be applied to reveal important characteristics regarding work, which people can respond to. The first dimension is work itself (Munir *et al.*, 2012; Smith *et al.*, 1969). Every job requires specific skills following their respective fields. Difficulty or not a job and a person's feeling that their expertise is needed in doing the job, will increase or decrease job satisfaction. Second, supervisor (supervision), a good boss means that he is willing to respect his subordinates' work. For subordinates, a superior can be seen as a father/mother/friend figure as well as a superior. The third factor is co-workers, which is a factor related to the relationship between an employee and his/her supervisor and with other employees, either the same or different types of work. The next factor is promotion, which is a factor related to whether there are opportunities to gain career advancement while working. The last is the factor of salary/wages (pay), which is a factor in fulfilling the needs of employees who are deemed appropriate or not (Munir *et al.*, 2012; Smith *et al.*, 1969).

An individual will feel satisfied or dissatisfied with his work, which is something that is personal, which depends on how he perceives a match or contradiction between his desires and the results he gets. So, we conclude that the notion of job satisfaction is a positive attitude from the workforce, including feelings and behavior towards their work through an assessment of one job as a sense of appreciation in achieving one of the important values of the job.

## Task Performance

Task performance in English is also called task performance or job performance, which is the employee's level of success in completing his job. Performance is not an individual characteristic, such as talents or abilities, but rather a manifestation of that talent or ability itself. Performance is the result of work and work behavior that has been achieved in completing the tasks and responsibilities given in a certain period. Performance is a function of motivation and ability. To complete a task or a job, someone should have a certain degree of willingness and level of ability. According to Kasmir (2016), individual performance is the basis of organizational performance, which is strongly influenced by individual characteristics, individual motivation, expectations, and assessments made by management on the achievement of individual work results.

According to Colquitt *et al.* (2019), performance is determined by 3 factors, namely the first is task performance. The second is citizenship behavior as positive behavior. The third is counter-productive behavior as negative behavior. According to González *et al.* (2016), performance is the result that is achieved by what the organization or company wants. Performance according to Sastrohadiwiryono (2015) comes from the word job performance which means the work performance achieved by someone in carrying out the tasks and jobs assigned to him. Meanwhile, according to Harsuko (2011), it is stated that performance is the work that can be achieved by a person or group of people in a company in accordance with their respective authorities and responsibilities in an effort to achieve company goals illegally, does not violate the law and does not contrary to morals and ethics.

Wibowo (2018) states that performance comes from the notion of performance, there is also an understanding of performance as the result of work or work performance. Performance is a manifestation of ability in the form of real work. Performance is the work achieved by employees in developing their duties and jobs which are influenced by individual competence supported by individual job satisfaction and those from the organization (Supriyatin *et al.*, 2019). Performance is also a work result produced by an individual through a process from the organization or company that can be measured concretely and compared to the standards set by the company or organization. Factors that influence performance are individual factors, psychological variables, and organizational variables. Individual variables include abilities and skills, both physical and mental, background such as family, social level and experience, demographics regarding age, origin, and gender. Meanwhile, psychological variables include perceptions, attitudes, personality, learning, and motivation.

From the description above, it can be said that task performance is an achievement achieved by someone in carrying out a task or job in accordance with the standards and criteria set by the job and can produce job satisfaction which will later

affect the level of reward. While aspects of employee performance according to Mangkunegara (2015) that employee performance is the result of work in quality and quantity achieved by an employee or employee in carrying out their duties.

From several explanations of the performance of the above tasks, it can be concluded that task performance is the result of employee work that has been determined by the management or institution in carrying out their duties so that the work that has been carried out is useful as good consideration in determining decision making for promotion. and assisting management with bonuses, wage increases, transfers and terminations.

## **HYPOTHESIS DEVELOPMENT**

### **Relationship between Job Level and Burnout**

Kim *et al.* (2017) concluded that Job Level has a negative relationship with Burnout in Korean workers, the level of work represented by managerial and non-managerial levels explains that the difference in burnout levels between the two levels is different. managerial levels are lower than those experienced by non-managerial levels with high burnout levels; this is due to differences in the ability to complete their work as well as competencies and workloads according to each job level. Ronen & Mikulincer (2012) explain that subordinates and superiors' attachment have a negative relationship with employee fatigue from service orientation in the subordinate of full-time employees in the banking, insurance and accounting industry in Israel. Based on the things that have been put forward by Kim *et al.* (2017); Ronen & Mikulincer (2012), the proposed hypothesis is:

**H1:** Job Level is negatively related to Burnout.

### **The Relationship between Burnout and Job Satisfaction**

The relationship between Fatigue and job satisfaction in previous research as presented by Kim *et al.* (2017) explains that Burnout has a negative relationship with the level of job satisfaction of employees in Korea, in line with Kashefi (2009)'s research on Job satisfaction and fatigue (Burnout) as a psychological consequence of working in an organization in Illinois USA, in his research that low Burnout rates influence high job satisfaction levels, and vice versa, low job satisfaction levels are influenced by high Burnout. There is a negative relationship between job satisfaction and Burnout. In a study by Meyer *et al.* (2015), they explored the relationship between increased burnout and job satisfaction, so that an increase in burnout would reduce the level of nurse satisfaction. Ronen & Mikulincer (2012) explain that the contribution of positions represented by subordinates and superiors has a negative relationship with employee satisfaction from service orientation in the sub-ordinate of full-time employees in the banking, insurance and accounting industries in Israel.



Mullen *et al.* (2018) explain that work stress experiences, fatigue, and burnout are more negatively related to job satisfaction, so employee dissatisfaction results in high employee turnover rates. Research by Talachi & Gorji (2013) regarding the impact of stress (Burnout) on job satisfaction, a case study of employees in the Iranian mining industry, states that there is a negative relationship between burnout and job satisfaction. Based on literature from Kashefi (2009); Kim *et al.* (2017); Meyer *et al.* (2015); Mullen *et al.* (2018); Ronen & Mikulincer (2012); Talachi & Gorji (2013) which has been described above, the hypothesis that the authors can put forward are:

**H2:** Burnout is negatively related to Job Satisfaction.

### **Relationship between Burnout and Task performance**

Chan *et al.* (2015) explained that the relationship between fatigue and demographics and job characteristics, fatigue, and burnout negatively impacts job satisfaction and employee performance. A quantitative survey with 391 employees from six major casinos in Macau revealed that casino employees were exhausted. Gender, age, family status, length of work, work shift, and job position (Job level) are related to burnout. Burnout has a negative relationship with task performance, van Dam *et al.* (2011) in their study explained that there is a negative relationship between burnout and cognitive performance, and Kim *et al.* (2017) in their research, it explains that burnout has a negative relationship with task performance. Broadly speaking, burnout has a relationship with task performance in Korea. so that based on research by Chan *et al.* (2015); Kim *et al.* (2017); Lizano & Barak (2015); van Dam *et al.* (2011), the authors make a hypothesis analysis as follows:

**H3:** Burnout is negatively related to Task Performance.

### **Relationship between Job Level and Job Satisfaction**

Kim *et al.* (2017) concluded that job level has a positive relationship with job satisfaction in Korean workers, managerial and non-managerial level factors explain that the level of satisfaction at managerial and non-managerial levels is different, this is related to leadership factors, as well as managerial and non-managerial levels. where each level requires adequate abilities and competencies in completing work so that satisfaction is created. Meyer *et al.* (2015) explain that checking fatigue and job level has a relationship with Burnout, and Burnout (stress, emotion and fatigue) also has a positive relationship with job satisfaction, fatigue and job burnout in employees psychologically and physical impact can result in burnout as well as reduced performance in Los Angeles hospital nurses. Khan & Mufti (2012) highlighted in their research that aspects such as: salary, promotion, work safety and security, working conditions, work autonomy, relationships with colleagues, job level relationships and job characteristics are positively related to job satisfaction and performance. Based on

the things that have been put forward by Khan & Mufti (2012); Kim *et al.* (2017); Meyer *et al.* (2015), the proposed hypothesis is:

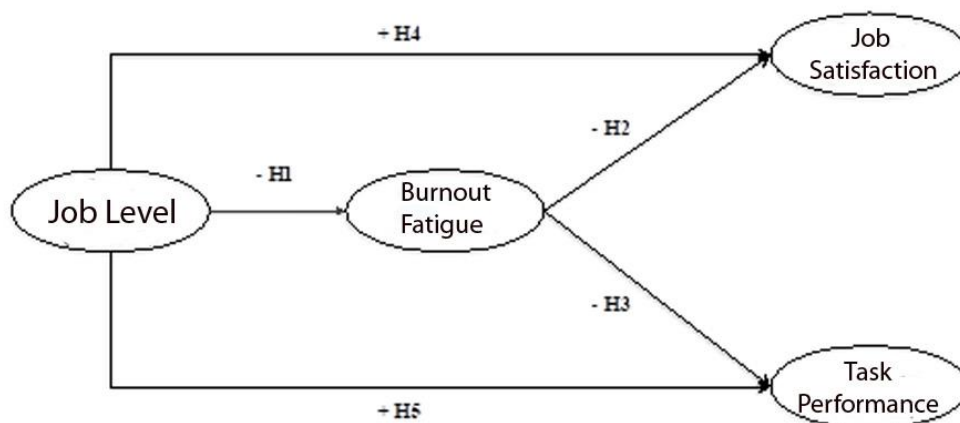
**H4:** Job level is positively related to Job Satisfaction.

### Relationship between Job Level and Task Performance

Ronen & Mikulincer (2012) explain that the contribution of positions represented by leaders and subordinates is positively related to task performance, while Kim *et al.* (2017) concluded that job level has a positive relationship with task performance, this proves that managerial and non-managerial level factors explained that the level of performance at managerial and non-managerial levels is different, this is related to the level of position, as well as managerial and non-managerial levels where each level requires adequate ability and competence in completing work so that work is completed in a timely and efficient manner. Khan & Mufti (2012) concluded in their research that aspects such as: salary, promotion, work safety and security, working conditions, work autonomy, relationships with colleagues, job level relationships and job characteristics are positively related to job satisfaction and performance. Based on the things that have been put forward by Khan & Mufti (2012); Kim *et al.* (2017); Ronen & Mikulincer (2012), the hypothesis proposed by the author is:

**H5:** Job Level is positively related to Task Performance.

Based on the description above, the research method framework that we will carry out can be described as follows:



**Figure 1**  
**Research Framework**

## RESEARCH METHODS

### Selection of Samples and Respondents

This research was conducted on the employees of the Government Goods and Services Procurement Unit (UKPBJ), totaling 166 respondents. To answer the research questions, the writer uses a quantitative approach. The purpose of quantitative research is to test the research model, the significance of the relationship between variables and factors, and hypotheses (Thornhill *et al.*, 2009). The quantitative method is used by involving distributing questionnaires to select respondents from among employees of the Government Goods and Services Procurement Unit (UKPBJ). This stage consists of four activities: a pre-test survey, the formation of a research model, a confirmation study, and data analysis (Indradewa *et al.*, 2016). The sampling method uses probability sampling with simple random sampling technique. Hair *et al.* (2014) states that the ratio accepted to minimize deviation is 15 respondents for each dimension/parameter in the model. Thus, because there are 16 dimensions in the proposed research model, the total sample size is 166 respondents. The survey was conducted by distributing questionnaires which were distributed to employees working in the Work Unit for the Procurement of Goods and Services in the Government of the Republic of Indonesia.

### Measurement Analysis

In this study, there is 1 exogenous variable (independent variable), namely Job Level, and three endogenous variables (dependent variable), namely Burnout, job satisfaction and employee performance. Measurement in research for the burnout variable adopts the theory of Kim *et al.* (2017); Maslach (2003), with seventeen statements, the measurement of task performance adopts the theory of Kim *et al.* (2017); Maslach (2003), with thirteen statements and the measurement of job satisfaction variables adopts the theory of Kim *et al.* (2017) with thirty-two statements and on job level measurement variables adopted the theory of Kim *et al.* (2017); Society for Human Resource Management (2012), with three statements. The data obtained using a questionnaire and a measurement scale using the Likert scale method 1-7. The data collected were analyzed using Variance Based Structural Equation Modeling (SEM) or Partial Least Square (PLS) and processed using the SmartPLS for Windows version 3.0 application.

### Analysis of the outer model

Analysis of the outer model is carried out to ensure that the measurement used is appropriate to be used as a valid and reliable measurement (Hair *et al.*, 2014). In the analysis of this model, it specifies the relationship between latent variables and their indicators. Analysis of the outer model can be seen from several indicators such as Convergent Validity where the individual reflexive size is said to be high if it correlates  $> 0.6$  with the construct you want to measure, while the outer loading value between 0.5 - 0.6 is considered sufficient (Aprilda *et al.*, 2019). Discriminant Validity,

Composite reliability, while Cronbach's Alpha is used to test a variable that can be declared reliable if it has a Cronbach's alpha value  $> 0.6$ . Furthermore, the formative indicator test of Significance of weights is carried out with the weight value of the formative indicator with the construct having to be significant (Hair *et al.*, 2014).

### **Inner model analysis**

Inner model analysis describes the relationship between latent variables based on substantive theory. Inner model analysis can be evaluated by using the R-squared for the dependent construct, the Stone-Geisser Q-square test for predictive relevance and the T-test and the significance of the structural path parameter coefficients. In testing the hypothesis, it can be seen from the t-statistical value and the probability value. To test the hypothesis, namely by using statistical values, for alpha 5% the T-statistic value used is 1.96. So that the criteria for acceptance/rejection of the hypothesis are that  $H_a$  is accepted and  $H_0$  is rejected when the T-statistic is  $> 1.96$ . To reject/accept the hypothesis using probability,  $H_a$  is accepted if the p-value is  $< 0.05$  (Hair *et al.*, 2014).

### **Partial Least Square (PLS) Model Scheme**

In this study, researchers used the Variance-based SEM (SEM-PLS) analysis technique, which is a causal approach that aims to maximize the variation of the latent variable criteria described (explaining variance) by the latent predictor (Halim *et al.*, 2020). In processing Partial Least Square (PLS) data using the SmartPLS 3.0 application, but before conducting a thorough analysis of all respondent data, the author will try to pretest the first 50 respondents to test their validity and reliability, if valid, the distribution process is continuing to 100 or more other respondents, and if there is an indicator that is not valid, then the indicator is eliminated.

### **Method of Analysis of Pre-test Data (Inner Model)**

From the pre-test results of the validity test of 50 samples that meet the criteria as respondents, namely the first 50 respondents indicate that the indicator is declared valid if the outer loading value is  $> 0.60$  (Ghozali, 2019), so that the results show that some indicators are invalid, namely indicators that are valid. has outer loading value  $< 0.60$  therefore, some invalid indicators are eliminated. Based on the results of the pre-test reliability test, 50 samples met the criteria as respondents, namely 50 respondents with a minimum age of 26 years to more than 40 years with bachelor or master or doctoral education with Senior, Intermediate, and Junior positions. From the table above, the results show that of the 4 latent variables, the highest score for composite reliability is the Job Satisfaction variable with a value of 0.969, and for the lowest value is the job level variable with a value of 0.802. Meanwhile, the job level variable has the lowest Cronbach's Alpha value, namely 0.657 and the Job Satisfaction variable has the highest Cronbach's Alpha value, which is 0.967.

### Data Reliability Test (Pre-test)

This study uses 2 reliability tests, namely: Composite Reliability where the expected composite reliability value is  $> 0.700$ . In comparison, Cronbach's Alpha with a general limit of Cronbach's alpha is 0.60 (Ghozali, 2019). In addition to the outer loading value, the AVE value for each variable has an AVE value  $> 0.500$ . From the indicator elimination results, the validity test was again carried out with the value of each variable having an AVE value  $> 0.50$  and each indicator having an outer loading value of  $> 0.60$ . Furthermore, all variables and indicators are valid, so the following is attached to the cross-loading pre-test validity test results for 50 samples. The pretest results conclude that all indicators are reliable, and the respondents understand the meaning of the questions for each indicator on the questionnaire.

## RESULTS AND DISCUSSION

### Descriptive Test of 166 Sample Statistics

After conducting descriptive statistical analysis with SmartPLS ver 3.0 software, the results of descriptive statistics in the questionnaire questions contained 7 answer categories, namely strongly disagree, disagree, slightly disagree, neutral, slightly agree, agree and strongly agree. From the 166 questionnaires obtained, the results of the frequency of answer scores, means, and categories per each indicator are explained in detail in the category mean table per indicator in this study.

**Table 1**  
**Demographic respondent**

<b>Respondent Profile</b>	<b>Selection</b>	<b>Frequency</b>	<b>%</b>
Gender	Male	124	75%
	Female	42	25%
Age	26 - 30 Years old	1	1%
	31 - 35 Years old	16	10%
	36 - 40 Years old	42	25%
	> 40 Years old	107	64%
Education	Bachelor	97	58%
	Master/Doctoral	69	42%
Job Level	Senior ( <i>Madya</i> )	26	16%
	Intermediate ( <i>Muda</i> )	99	60%
	Junior ( <i>Pertama</i> )	41	25%

### Evaluation of the Structural Model (Inner Model)

In this study, the evaluation of the structural model as measured by the R-Squared ( $R^2$ ) value produces the following R-Squared values.

**Table 2**  
**R-Square Value ( $R^2$ )**

Latent Variable	$R^2$
Burnout (X2)	0.326
Job Satisfaction (Y1)	0.803
Task Performance (Y2)	0.779

Source: Researcher Data Using SmartPLS version 3.0 (2020)

From the table above, it can be seen that the  $R^2$  value obtained from the Burnout variable is 0.326, while the Job Satisfaction is 0.803 and the Task Performance is 0.779 and based on Chin (1995) the fatigue model (Burnout) is included in the criteria for the "weak" model while Job Satisfaction and Task Performance fall within the criteria of the "Strong" model.

**Table 3**  
**Value of f Square ( $f^2$ )**

Latent Variable	Fatigue (X2)	Job Satisfaction (Y1)	Task Performance (Y2)
Job Level (X1)	0.484	0.009	0.010
Burnout (X2)		2.119	2.196
Job Satisfaction (Y1)			
Task Performance (Y2)			

Source: Researcher Data Using SmartPLS version 3.0 (2020)

## Hypothesis test

Furthermore, model evaluation is carried out by looking at the significance value by performing a bootstrapping procedure to determine the effect between variables. This procedure uses the entire original sample for re-sampling. In this study, the number of bootstrap samples used was 500. The expected T-value was  $> 1.28$  with a significance level = 10%, T-value  $> 1.65$  with a significance level = 5% and T-value  $> 2.326$  with significance level = 1%. In this study, using a significant level of 5% T-value with a T-value  $> 1.65$ . The results of the T-value of this study area in the following table.

**Table 4**  
**Path Coefficients Direct Effect**

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( $ O/STDEV $ )	P Values	Conclusion
<b>X1 <math>\rightarrow</math> X2</b>	0.571	0.577	0.056	10.131	0.000	Accepted
<b>X2 <math>\rightarrow</math> Y1</b>	0.788	0.785	0.041	19.012	0.000	Accepted
<b>X2 <math>\rightarrow</math> Y2</b>	0.848	0.847	0.030	27.811	0.000	Accepted
<b>X1 <math>\rightarrow</math> Y1</b>	0.170	0.176	0.049	3.461	0.001	Accepted
<b>X1 <math>\rightarrow</math> Y2</b>	0.058	0.062	0.042	1.400	0.162	Rejected

Source: Researcher Data Using SmartPLS version 3.0 (2020)

From the table above, it can be concluded that H1, H2, H3 and H4 are accepted because they have P-Values  $< 0.05$ . Meanwhile, H5 is rejected because it has a P-

Values > 0.05 of 0.162. The following is attached the indirect effect table.

**Table 5**  
**Path Coefficients Indirect Effect**

	<b>Original Sample (O)</b>	<b>Sample Mean (M)</b>	<b>Standard Deviation (STDEV)</b>	<b>T Statistics ( O/STDEV )</b>	<b>P Values</b>
X1 → X2 → Y1	0.450	0.453	0.046	9.689	0.000
X1 → X2 → Y2	0.484	0.489	0.051	9.523	0.000

Source: Researcher Data Using SmartPLS version 3.0 (2020)

## Hypothesis Results

Based on the results in the analysis Table 4, the results of testing the hypothesis that the authors propose are as in Table 6 below.

**Table 6**  
**Research Hypothesis Testing Results**

<b>Hypothesis</b>	<b>Relationship</b>	<b>RESULT</b>
H1	Job Level (X1) is negatively related to Burnout (X2)	Accepted
H2	Burnout (X2) is negatively related to Job Satisfaction (Y1)	Accepted
H3	Burnout (X2) is negatively related to Task Performance (Y2)	Accepted
H4	Job Level (X1) is positively related to Job Satisfaction (Y1)	Accepted
H5	Job Level (X1) is positively related to Task Performance (Y2)	Rejected

## DISCUSSION ANALYSIS

### Job Level Relationship to Fatigue

Based on the results of data processing in Table 4 Path Coefficients Direct Effect shows that the relationship between Job Level and Burnout is negatively related to the T statistic of 10.131 (> 1.96), where the original sample estimated value is 0.571 so that it shows the direction of the significant relationship so that the hypothesis is accepted. This study's results are in line with research conducted by Kim *et al.* (2017); Ronen & Mikulincer (2012). The lower the functional positions held by UKPBJ employees, the greater the burnout level received, and the burnout level experienced by UKPBJ employees is at the intermediate functional position level with a very large number of 99 employees, where at this level experience and flight hours have not can prioritize the division of labor and responsibilities so that they often experience fatigue and great work pressure. This impact makes this position level vulnerable to Burnout.

### The Relationship between Burnout and Job Satisfaction

Based on the results of data processing in Table 4 Path Coefficients Direct Effect shows that the relationship between Burnout and Job Satisfaction is negatively related to the T statistic of 19.012 (> 1.96), where the original sample estimated value is 0.788 so that it shows a significant direction of relationship. so that the hypothesis is accepted, this result is following the research of Kim *et al.* (2017); Meyer *et al.* (2015); Mullen *et al.* (2018); Ronen & Mikulincer (2012); Talachi & Gorji (2013) state

that burnout has a negative relationship with job satisfaction. The higher the fatigue (Burnout received by UKPBJ employees, the lower the level of employee satisfaction and vice versa. The impact of this Burnout makes employees feel depressed both physically and mentally. This strong pressure is caused by responsibilities, dateline and deadlines that have already been regulated so that this makes employees bear a big responsibility and becomes a direct KPI for employees. Besides, the criminalization factor is also a psychological factor that causes Burnout.

### **Relationship of Burnout on Task performance**

Based on the results of data processing in Table 4, the Path Coefficients Direct Effect shows that the relationship between Burnout and Task Performance is negatively related to the T statistic of 27.811 ( $> 1.96$ ), where the original sample estimated value is 0.848, thus indicating a significant direction of relationship. so that the hypothesis is accepted, this result is following the research of Chan *et al.* (2015); Kim *et al.* (2017); Lizano & Barak (2015); van Dam *et al.* (2011) which explain that fatigue (Burnout) has a negative relationship to performance. employees. The higher the burnout received by UKPBJ employees; the lower the employee's performance will be. The performance of employees will have an impact due to this Burnout, work pressure both physically and mentally makes employees feel depressed and has an impact on their performance, so that when doing routine work employees tend to play it safe, they will try to avoid things that are heavy and criminalization or things that if it makes employees affected so that creativity and quality of work are sacrificed.

### **Relationship between Job Level and Job Satisfaction**

Based on the results of the data processing in Table 4, the Path Coefficients Direct Effect shows that the relationship between job level and job satisfaction is positively related to the T statistic of 3.461 ( $> 1.96$ ), where the original sample value is estimated at 0.170 so that it shows the direction of the relationship. positive so that the hypothesis is accepted by Khan & Mufti (2012); Kim *et al.* (2017); Meyer *et al.* (2015). The higher the functional position held by UKPBJ employees, the greater the level of satisfaction received, while the lower the employee's functional position, the lower the job satisfaction.

This occurs due to the low level of employee position, so the responsibility in the field in managing UKPBJ will be even greater, and this is based on a lack of experience so that employees will feel too heavy the job, if over time they have qualified experience, the employee will be more proficient at work and can anticipate the level of burnout so that fatigue decreases and job satisfaction increases.

### **Relationship between Job Level and Task Performance**

Based on the results of data processing in Table 4, the Path Coefficients Direct Effect shows that the relationship between job level and task performance is unrelated,



this is indicated by the T statistic of 1.400 ( $< 1.96$ ), where the original sample estimated value is 0.058. The statistical T value shows that it is above the standard so that the hypothesis is rejected, this is not in line with the research of Khan & Mufti (2012); Kim *et al.* (2017); Ronen & Mikulincer (2012) where managerial and non-managerial position factors have a positive effect on employee performance. This research is in line with the research of Handayani (2019); Pattisahusiwa (2013); Shantz *et al.* (2013), which explain that there is no significant relationship between functional positions and job performance. The impact of this study explains that the level of position in the UKPBJ environment does not affect employee performance because the functional position level is a hierarchical process of upgrading employee positions to the career of UKPBJ employees, so that like it or not, the process must be passed both administratively in its career path, while performance Employees within the scope of government are different from private, although they are the same based on KPIs that have been determined by the standard, but in employment, at UKPBJ other factors affect the provisions of these KPIs.

Based on the original sample estimate value, it is found that the highest value that affects Task Performance is Burnout, which is 0.848. This shows that fatigue (Burnout) has a higher influence on employee performance than job performance on task performance. Furthermore, of the two variables that directly affect employee performance, namely Job Level and Burnout, the biggest influence is Burnout because it has the highest original sample estimate value of 0.848 compared to other variables. Thus, Burnout is the most dominant variable in influencing employee satisfaction and performance. Meanwhile, the least dominant variable was Job Level, with the smallest original sample estimate of 0.058.

## CONCLUSIONS

Our study found that job level has a positive relationship with job satisfaction, and fatigue has a negative relationship with job level, job satisfaction, and task performance. Meanwhile, job level has no significant effect on employee performance. The findings of this study provide useful information for organizational development practitioners and researchers in understanding job satisfaction of UKPBJ Functional officials as well as job performance in the UKPBJ work environment. These findings are useful for professionals to understand better the dynamics of fatigue in promoting job satisfaction and employee job performance based on their job level and psychological problems of workers in the State Civil Apparatus in the workplace.

This study presents practical implications for Staffing professionals and management. From our findings, it is possible to understand the role of job level, and fatigue in achieving higher levels of satisfaction and performance in the Civil Service. We reach the prognosis that when employees experience burnout, there is a higher likelihood of decreased job satisfaction and task performance. Thus, the organization

must think about preventing employee work fatigue and adjusting the circumstances to avoid fatigue at work. State Civil Service Personnel Management Bodies need to implement anti-burnout programs to prevent negative attitudes of employees and encourage their affirmative willingness about their work and life within the institution. The results of this study indicate a positive and negative relationship between job levels and levels of fatigue, satisfaction, and performance.

Based on these findings, Civil Service professionals and management of the country's civil service should consider employees' position in the workplace and how the level of employment affects fatigue. In addition, the Civil Service Staff management of the state can investigate which individual and occupational characteristics have a positive/negative relationship with fatigue, satisfaction, and performance levels. Considering this, this study will provide the Civil Service Staffing management of the country the opportunity to reduce fatigue and achieve optimal satisfaction and productivity in the workplace. These findings also suggest an urgent need for greater attention to management of employees who are placed in Intermediate positions to improve job satisfaction and their level of job performance and the need for research on key functional positions.

Like the previous literature, this study contains several limitations. Although we set the hypothesis by considering the civil service's organizational culture, the first limitation of our study is the context of different cultural levels. The sample may be able to suppress external validity compared to other studies conducted with samples from culturally diverse settings. As we discussed above, Indonesian people have different cultures in dealing with the level of satisfaction, and these contextual characteristics may impact the results because fatigue is a key variable of this study. Therefore, we suggest that future studies based on our model investigate samples from more diverse cultural backgrounds in order to expand external validity. Second, the investigative methodology relies solely on cross-functional research, and therefore causality between variables is not explicitly understood.

Future research on the same topic should undertake longitudinal studies to note how job level changes or functional positions affect job fatigue levels. Additionally, a general method bias may exist because the investigation includes a survey. Furthermore, although job level was not found to affect task performance, we cannot pinpoint a rationale for this incident as the results may differ across institutions. Finally, even though the institution we chose for this research is considered a Government Agency, the research results at the UKPBJ institution may not be applicable to other agencies in the Government of the Republic of Indonesia. Therefore, further research is needed to uncover this undetermined cause. It is possible that a causal relationship between other alternative variables could be found using the preexisting literature on job fatigue.

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