

The Effect of Burnout, Compensation and Work Life Balance on the Performance of Isolation Room Nurses During the Covid-19 Pandemic. (Study on RSUP Prof. Dr. RD Kandou Manado)

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Abstract

A company in carrying out its activities, will try to achieve the goals that have been set. One thing that must be considered together is that the success of various activities within the company in achieving its goals, not only depends on technological superiority, available operating funds, facilities or infrastructure owned, but also depends on aspects of human resources. Human resources are the only resources that have feelings, desires, skills, knowledge, encouragement, power and work. All of these potential human resources affect the organization's efforts to achieve its goals. No matter how advanced technology, development, information, available capital and adequate materials, without human resources it is difficult for organizations to achieve their goals. Sutrisno (2016). The purpose of this study was to determine the effect of burnout, compensation and work life balance on the performance of Isolation Room Nurses during the Covid-19 Pandemic. (Study at Prof. Dr. RD Kandou Hospital Manado). This study uses quantitative methods. Multiple linear regression analysis was used in this study, using a sample of 56 respondents with a sampling technique using a saturated sample. The results showed that . The burnout variable has a significant effect on the performance of the employees of Dr. Prof. Kandou Hospital Manado. The compensation variable has a significant effect on the performance of the employees of Dr. Prof. Kandou Hospital Manado. The work life balance variable has a significant effect on the performance of the staff of Dr Prof Kandou Hospital Manado

Keywords: *Burnout, Compensation and Work Life Balance, Performance.*

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Introduction

Background of the problem

A company in carrying out its activities, will try to achieve the goals that have been set. One thing that must be considered together is that the success of various activities within the company in achieving its goals, not only depends on technological superiority, available operating funds, facilities or infrastructure owned, but also depends on aspects of human resources. Human resources are the only resources that have feelings, desires, skills, knowledge, encouragement, power and work. All of these potential human resources affect the organization's efforts to achieve its goals. No matter how advanced technology, development, information, available capital and adequate materials, without human resources it is difficult for organizations to achieve their goals. Sutrisno (2016).

In line with this, an agency needs to increase its attention to the quality of its employees' performance, both in terms of the quality of knowledge and skills, career and welfare levels, so as to improve employee performance and motivation to give all of their abilities in achieving organizational goals. In line with this, there are a number of things that affect the performance of employees, including burnout, compensation and work-life balance. Given the importance of the role of HR in agencies in order to remain able to "survive" in a climate of free-of-bounds competition, the role of HR management is not only the responsibility of the employees but also the responsibility of the agency leadership (Rivai, 2004:5).

In the aspect of performance ranking using the provisions of the value or job index which consists of the Individual Performance Index (IKI). It is determined through a performance appraisal by comparing the achievement of the total performance target with the Individual Performance Unit (SKI) on the determined and targeted factors. The determination of the total performance target for each employee must be described specifically, measurably, realistically, and is estimated to be achievable.

Table 1.2
Individual Performance Index (IKI)

NO	KATEGORI NILAI	NILAI (IKI PENGALI)	KETERANGAN
1	BAIK SEKALI	3	Jauh Diatas target kinerja >150%
2	BAIK	2.9	Memenuhi Target Kinerja 140% s.d < 140%
		2.6	Memenuhi Target Kinerja 130 % s.d 140%
		2.3	Memenuhi Target Kinerja 115 % s.d 130%
		2	Memenuhi Target Kinerja 100 % s.d 115%
3	SEDANG	1.9	Hanya memenuhi 96% s.d 100% dari Target Kinerja
		1.6	Hanya memenuhi 94% s.d 96% dari Target Kinerja
		1.3	Hanya memenuhi 92% s.d 94% dari Target Kinerja
		1	Hanya memenuhi 90% s.d 92% dari Target Kinerja
4	KURANG	0.9	Hanya memenuhi 80% s.d 90% dari Target Kinerja
		0.8	Hanya memenuhi 70% s.d 80% dari Target Kinerja
		0.7	Hanya memenuhi 60% s.d 70% dari Target Kinerja
		0.5	Hanya memenuhi <60% dari Target Kinerja

Source: Permenkes 625 of 2010

During the covid-19 pandemic, the number of hours nurses worked in the isolation room in serving/performing medical actions for COVID-19 patients underwent changes which certainly

affected the quality of service and the quantity of the nurse's work in carrying out her duties and functions. Based on the data above, starting from November, there was an increase in the Individual Performance Index (IKI), which coincided with an increase in confirmed COVID-19 patients (table 1.1). In previous research, it was stated that there was a significant inversely proportional effect between burnout on nurse performance, the lower the burnout, the higher the nurse's performance, Sri Pahalendan Asi (2013).

Formulation of the problem

1. Does burnout have a significant effect on the performance of nurses at Prof. DR. RD Kandou Manado Hospital?
2. Does compensation have a significant effect on the performance of nurses at Prof. DR. RD Kandou Manado Hospital?
3. Does work-life-balance have a significant effect on the performance of nurses at Prof. DR. RD Kandou Hospital Manado?

THEORETICAL BASIS

Burnout

Maslach and Leiter (in Rizka, 2013) argue that burnout is a negative emotional reaction that occurs in the work environment, when the individual experiences prolonged stress. Burnout is a psychological syndrome that includes fatigue, depersonalization and decreased ability to perform routine tasks such as causing anxiety, depression, or even sleep disturbances.

Compensation

According to Sedarmayanti (2017) states that compensation is everything that is received by employees as remuneration or contributions to the company/organization. Another opinion from Hasibuan in R. Supomo and Eti Nurhayati (2018) explains that compensation is all income in the form of money, goods directly or indirectly received by employees in return for services provided to the company.

Work Life Balance

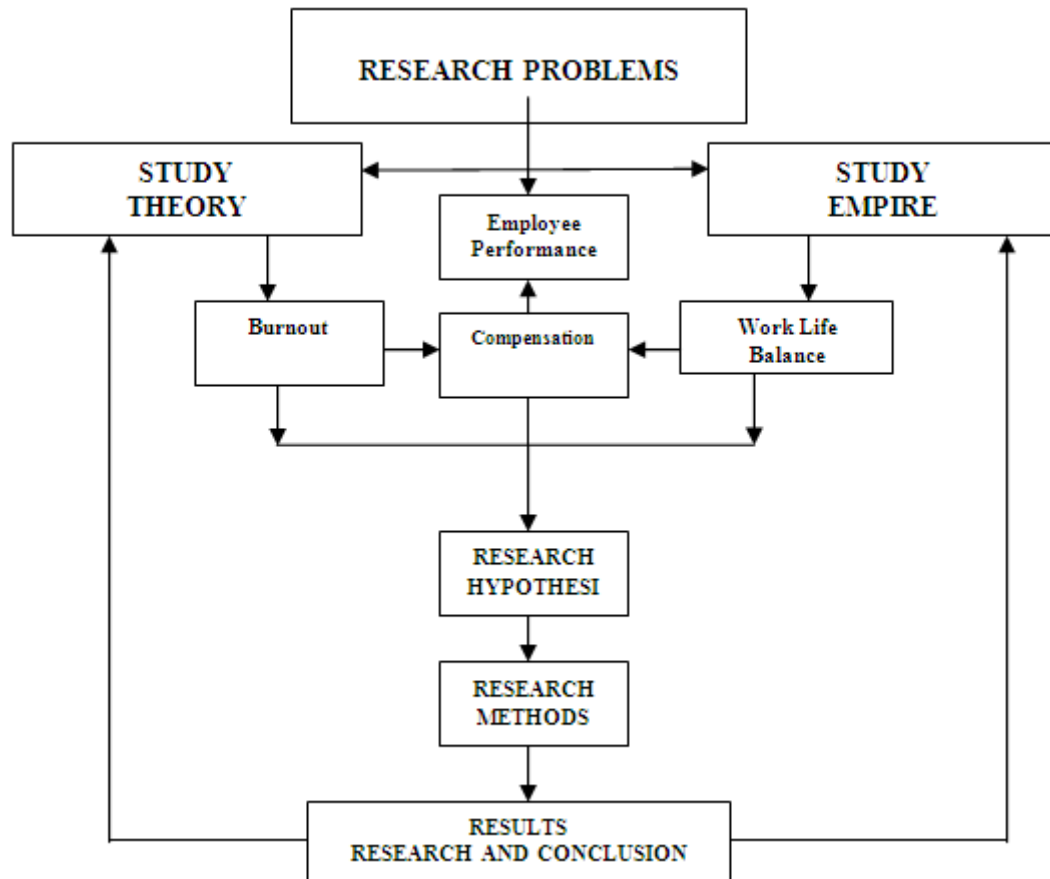
According to Robbins and Coulter (2012) work-life balance programs include resources on parent and child care, care, employee health and welfare, and relocation and others. Where many companies offer family-friendly benefits programs that employees need to balance life and work, which include flextime, job sharing, telecommunicating and others. According to Lockwood (2003) work-life balance is a state of balance between two demands in which the work and life of an individual are the same. Where work-life balance in the view of employees is the choice of managing work and personal obligations or responsibilities towards family.

Performance

Human Resource Performance is the result of work or work (output) both quality and quantity achieved by human resources per period of time in carrying out their work duties in accordance with the responsibilities given. Mangkunegara (2014). The actual performance paradigm that demands actual measurement of the overall performance of the organization is not only efficiency or physical dimensions, but also non-physical dimensions (Sudarmanto, 2009). Performance refers to the level of achievement of the tasks that make up an employee's job.

Framework of thinking

Figure 1.2
Research Framework



Research Hypothesis

H1: It is suspected that partially burnout has a significant positive effect on employee performance RSUP Prof. DR. RD Kandou Manado.

H2: It is suspected that compensation partially has a significant positive effect on employee performance RSUP Prof. DR. RD Kandou Manado.

H3: It is suspected that Work Life Balance partially has a significant positive effect on employee performance RSUP Prof. DR. RD Kandou Manado.

RESEARCH METHODS

This research uses the quantitative method because it can help more in identifying and analyzing the information we want. Another reason for choosing this method is that it is ordinal and is a number-based research discipline so that it can be statistically carried out. The data is taken from a questionnaire that has been run on 57 respondents. The place where this research was carried out was at Prof. RSUP. dr. RD Kandou Manado. And for the object of research on Health Workers (Nurses) at IRINA Isolation.. The sampling technique in this study was saturated sampling, where the entire population was the sample of this study.

The scale used in this study is a Likert scale. According to Sugiyono (2015) the Likert Scale is used to measure the attitudes, opinions and perceptions of a person or group of people about social phenomena. The score calculation is as follows: Strongly Agree (SS) = 4 points, Agree (S) = 3 points, Neutral (N) = 3 points, Disagree (TS) = 2 points, and Strongly Disagree (STS) = 1 point. Multiple linear regression analysis technique is used in this study because there are 2 or more independent variables.

Results and Discussion

Validity test

Variable	Question Items	r (correlation)	Significance	Description
<i>Bornout (X1)</i>	X1.1	0.728	0.000	Valid
	X1.2	0.603	0.000	Valid
	X1.3	0.621	0.000	Valid
	X1.4	0.673	0.000	Valid
	X1.5	0.699	0.000	Valid
Compensation (X2)	X2.1	0.710	0.000	Valid
	X2.2	0.560	0.000	Valid
	X2.3	0.601	0.000	Valid
	X2.4	0.724	0.000	Valid
	X2.5	0.675	0.000	Valid
Work Life Balance (X3)	X3.1	0.940	0.000	Valid
	X3.2	0.814	0.000	Valid
	X3.3	0.724	0.000	Valid
	X3.4	0.704	0.000	Valid
	X3.5	0.932	0.000	Valid
Employee Performance (Y)	Y1.1	0.887	0.000	Valid
	Y1.2	0.782	0.000	Valid
	Y1.3	0.549	0.000	Valid
	Y1.4	0.660	0.000	Valid
	Y1.5	0.891	0.000	Valid

Based on table 5.1 above, the results obtained that all instrument items are valid because they have a probability value (sig) less than 0.05.

Reliability Test

No	Variable	Alpha Cronbach
1.	<i>Bornout (X1)</i>	0.756
2.	Compensation (X2)	0.759
3.	<i>Work Life Balance (X3)</i>	0.808
4.	Employee Performance (Y)	0.796

Based on table 5.2 above, it can be seen that all instrument items have Cronbach's Alpha values above 0.6. This means that all items are reliable. Thus the whole question (questionnaire) can be used for research.

Multiple Linear Regression Test

Variable		B	t	Sig	Description
Performance(Y)	Bornout (X1)	0.192	2.025	0.048	Significant
	Compensation (X2)	0.229	2.122	0.039	Significant
	Work Life Balance (X3)	0.518	4,522	0.000	Significant
Constant : 2,317 F Count : 29,337 R : 0.790a Sig : 0.000 Adjusted R Square : 0.603 : 0.05 R Square : 0.624					

The explanation of the table above is:

From the results of the multiple regression analysis above, if it is included in the regression equation model, it is as follows:

$$Y = + b_1X_1 + b_2X_2 + b_3X_3$$

$$Y = 2.317 + 0.192(X_1) + 0.229(X_2) + 0.518(X_3)$$

The above equation shows that the independent variables (X1, X2 and X3) have a positive influence on the dependent variable (Y). Based on the results of the recapitulation of multiple linear regression analysis above, it can be seen that the effect of the determinants of the R Square test is 0.624 or 62.4%, so the variables (X1, X2 and X3) have an influence on employee performance of 62.4%, while the rest is influenced by other variables. not researched.

Hypothesis testing

Below is the results of hypothesis testing, which will decide whether the hypothesis of this study is accepted or rejected.

T Test (Partial Test)

This test was conducted to determine how much influence the independent variables or independent variables (burnout, compensation and work life balance) partially have a significant effect on the dependent variable or the dependent variable (performance). This partial test or t test is carried out by comparing the significant value of t with a significant level or = 0.05. The results of the t test or partial test for more details can be seen in the results of the partial test in table 4.12 as follows:

Table 5.6
Partial Test Results (T Test)

Coefficients ^a								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	.2317	2.224		.143	.887		
	Burnout	.240	.118	.192	2.025	.048	.788	1,269
	Compensation	.218	.103	.229	2.122	.039	.611	1,636
	Work Life Balance	.516	.114	.518	4,522	.000	.541	1.850

a. Dependent Variable: Performance**Source: Appendix 4**

Based on the results above, it can be concluded that:

1. Burnout variable (X1), the significance value is 0.048. Because the probability of significance < 0.05 , H_0 is rejected and H_a is accepted, thus burnout has a significant effect on employee performance
2. Compensation variable (X2), the significance value is 0.039. Because the probability of significance < 0.05 , H_0 is rejected and H_a is accepted, thus compensation has a significant effect on employee performance.
3. The work life balance variable (X3) has a significance value of 0.000. Because the probability of significance is < 0.05 , H_0 is rejected and H_a is accepted, thus the work life balance has a significant effect on employee performance.

Discussion**Burnout on Employee Performance**

The results showed that burnout had a significant effect on employee performance. This means that burnout is an important part of employee performance at Prof Dr. RD Kandou Hospital Manado. It can also be interpreted that if the level of burnout increases or tends to be high, then employee performance will decrease. Because employees will tend to feel that they are working in vain. In an atmosphere of working in any organization, every individual must have problems regardless of the position he holds. One of the issues that are currently crucial in the world of work is burnout. This is because burnout often hampers the rate of performance of employees which ultimately harms the company. Burnout often appears in the world of work due to routine and high pressure in their daily lives (Yeni 2012). Burnout is a physical, emotional and mental exhaustion that occurs because the individual is in a situation that demands excessive and prolonged emotional involvement. Burnout is an individual's response to the stress he experiences in work situations which are characterized by physical and psychological fatigue, feelings of helplessness, and the development of a negative self-concept towards work and life. Burnout is a process in which individual attitudes and behavior change to become negative in response to their work. This behavior change process begins when there is an imbalance between the abilities of the individual and the demands he must face. This causes very high fatigue in the individual. Furthermore, there is a change in individual behavior in a negative direction.

This research is in line with the research conducted by Hayati 2018 with the research title The Effect of Burnout on Employee Performance at BMT El-Munawar Medan. The results showed that burnout affect employee performance

5.5.1 Compensation for Employee Performance

The results showed that compensation had a significant effect on employee performance. This means that compensation is an important part of employee performance at Prof Dr. RD Kandou Hospital Manado. It can also be interpreted that when the compensation that employees receive decreases, the employee's performance decreases and vice versa. Mangkunegara (2008), compensation given to employees is very influential on performance and work results. Employees need expectations about rewards if a certain level of performance is achieved. These expectations determine goals and future performance levels. If employees see that hard work and

high performance are recognized and compensated appropriately by the company, they will expect such a relationship in the future. Therefore, they will set a higher level of performance and expect a higher level of compensation. Compensation shows in all things, both in the form of remuneration in the form of financial and non-financial services from the company to its employees. Employees in a company will work optimally, using all their abilities to get a reward in the form of income, both money and other forms. Employees are the most important thing to carry out all company activities and greatly affect the company's success in achieving its goals. A company should as much as possible make employees can work calmly and comfortably without any tension and anxiety felt. The situation created does not only concern the physical condition of an employee, rather, it relates to social relationships with other people and the psychological atmosphere created in the workplace. The creation of a pleasant work environment will make employees to work optimally.

This study is in line with research conducted by M. Saleleng 2015 with the title The influence of work environment, motivation, training and compensation on employee performance at the agricultural office of South Sorong Regency "The results show that the work environment, motivation, training and compensation both jointly and partially have an effect on positive and significant impact on the performance of the agricultural service of South Sorong Regency.

Work Life Balance Against Employee Performance

The results showed that work life balance had a significant effect on employee performance. This means that work life balance is an important part of employee performance at Prof Dr. RD Kandou Hospital Manado. This balance in work is an important factor that can support increasing work performance on a job. Work-life balance is a concept of balance involving ambition or career with happiness, leisure, family, and spiritual development. The work-life balance program implemented in a company is expected to be able to increase the level of work performance of employees so that it can create morale for employees in carrying out their duties and obligations to the company (Weckstein, 2008).

Work life balance is an important factor in workers, how workers can balance their life in the world of work with their personal world and whether this has an impact on employee performance. Employee performance in a company can be said to be good when it has a balance between work and personal life and is balanced with employees who are satisfied with working in a company which will cause employee performance in the company to increase. The results of this study are in line with research conducted by Anugrah 2021 entitled *The Role of Work-Life Balance on the Performance of Employees Implementing Work From Home (WFH) during the COVID-19 Pandemic*. In this study, it was found that work life balance with the application of flexible time, improving performance, and increasing self-control in employees is predicted to improve the performance of employees who apply WFH.

Conclusion

The burnout variable has a significant effect on the performance of the employees of Dr Prof Kandou Hospital Manado

The compensation variable has a significant effect on the performance of the employees of Dr Prof Kandou Hospital Manado

The work life balance variable has a significant effect on the performance of the staff of Dr Prof Kandou Hospital Manado

SUGGESTION

To the Dr. Prof Kandou Hospital Manado in terms of burnout variables, they must maintain good cooperation and relations between employees as well as work comfort in the company in order to create good employee job satisfaction

To the Dr Prof Kandou Hospital Manado in terms of compensation variables, it is hoped that they can hold promotion opportunities for promotion to outstanding employees at work.

To the Dr. Prof. Kandou Hospital Manado in the variable Work-life balance, the hospital needs to regulate work-life balance for nurses so that this will improve performance for nurses, and they can also share their time with family

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