

# **The Influence of Workload Perceptions and Human Resource Management Practices on Employees' Burnout (A Case Study on Mercu Buana University Administrative Staffs)**

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## **Abstract**

As an organization that has implemented a quality assurance system of higher education, Mercu Buana University (UMB) routinely evaluates the service quality of supporting units to the students' satisfaction. The evaluation indicated that the students' satisfactions are still below the target. The research carried out in order to assess whether the lack of service is a result of employee burnout. Research carried out against non-faculty employees at UMB, where the data obtained using a questionnaire filled in by the respondents with self-rating scale. Data were analyzed using structural equation modeling with the 20th version of the AMOS program. Based on respondents' perceptions, the employee workload is high scores categorized. The results showed that the workloads positively and significantly affect the employees' burnout, while human resource management practices significantly and negatively affect the employees' burnout.

**Keywords:** strategic human resource management, continuous improvement

## **INTRODUCTION**

College service performance is determined partly by the performance of its employees, as well as service performance of Mercu Buana University. The success factors employee performance carried through the assignment of workload management in the form of individual employees. Based on the study intended to measure the student satisfaction with support units indicated that the average student was not satisfied with the service. From the interview with several employees, they stated the burden of service to students who felt quite heavy. Service to students is done without a break, so the employees have to make a shift system during the rest time. The provision of excellent service to the students carried out with efficiency, and pursued in the absence of recruitment of temporary employees increased significantly the number of students each academic year.

These conditions can lead to employee burnout. The employees feel a force or energy drained by the job. Employees who experience burnout at first have a good performance, but then his spirit to be down and burn out. One of the causes of job burnout is work demands and excessive workload. Workload of a person in an organization is usually defined in the standard performance according to the type of work.

Workload can occur under three conditions. First, the workload is same with the standards. Second, the workload is too high. Third, the workload is too low or under capacity. Under capacity workload will impact the labor inefficiency, which there is labor excess. Conversely, if there a lot of work but the number of employees is too little, can cause physical and psychological exhaust syndrome. The employee becomes unproductive because too tired. Mercu Buana University as a private higher education is strives to provide good service in operation, but also not be ruled out due to the inefficiency. It can cause reduce the organization performance and threaten the goal attainment.

Human resource management practices of an organization as stated by Armstrong (2009: 7) aims to ensure that the organization can achieve success through employees. Proper human resource management will help an organization get the competitive advantage. Since the employee burnout can degrade the performance of the employee and in turn can degrade the performance of the organization, the human resource management practices should be able to prevent job burnout.

The problems that will be explored are: 1) Is the workload significantly influence employee burnout. 2) Is the human resource management practices significantly influence employee burnout. The study aimed to analyze the effect of workload on employee burnout, and analyze human resource management practices on employee burnout. The study is expected to provide input to management on managing employee workload conditions. The results also expected to provide input on improving faculty administrative services through optimal management of workload and supportive organizational climate.

## **THEORETICAL BACKGROUND**

### **Job Burnout**

Pines and Aronson (1989) defines burnout as the exhaustion physically, mentally, and emotionally. Burnout

experienced by someone who works deal with the demands of the clients / customers, the low success rate of jobs, and lack of adequate appreciation of the performance. This client describes the situation facing the state demanding emotionally. In the long term eventually someone will experience fatigue, as he tried to give something to the fullest, but obtain a minimal appreciation.

Although the intensity, duration, frequency, and consequently diverse, burnout generally has three components, namely physical fatigue, emotional exhaustion and mental fatigue. Overview of the three dimensions is in the form of physical fatigue, emotional exhaustion and mental fatigue. Physical fatigue that causes physical pain such as headache, fever, back pain (feeling pain), muscle tension in the neck and shoulders, often hit by flu, insomnia, nausea, anxiety, and emotional changes. Burnout could be seen in other things such as boredom, irritability, cynical, endlessly complaining, angry for no reason, restless, do not care about other people, hopeless, sad, and depressed. Burnout is characterized, among others, the hatred, sense of failure, insensitive, cynical, less sympathize with others, have a negative attitude towards others, tend to be indifferent to his work and his life, indifferent, always blame, dissatisfaction with the job, low self-esteem and feeling incompetent, and not satisfied with the way life.

Cherniss (1980) stated that burnout is a change in attitude and behavior in the form of psychological reactions to withdraw from work, for example, keep your distance and be cynical about the client, truant, tardy, and the desire to change job. Cherniss view seems consistent with Freudenberger (1974) that a person with high enthusiasm and energetic at the start of work usually have high ideals as well. However, for the sake of stress experienced stress continuously chronically cause the person to experience changes in motivation, and ultimately experiencing burnout.

According to Maslach (1982) the burnout is a major source of stress that develops due to the accumulative result of the involvement of service providers and recipients in the long term. However, there are factors supporting the creation of conditions of burnout in the workplace where the interaction between the giver and the recipient of the service. In addition, the analysis is also necessary to examine the individual factors that exist in the service provider as contribute to the onset of burnout. Thus the incidence of burnout caused by the presence of: 1) the characteristics of the individual, 2) working environment, and 3) emotional engagement with service recipients.

Excessive workload causing service providers feel the emotional tension when serving clients. It can encourage caregivers to withdraw psychologically and avoiding to engage with clients (Maslach, 1982). The lack or absence of social support from co-workers also potentially in causing burnout. The negative side of the work environment that can lead to burnout is the relationship between colleagues is bad colored with conflict, mutual trust, and mutual hostility. Cherniss (1980) revealed a number of conditions to the potential conflict between colleagues, namely: 1) differences in the values for each individual, 2) differences in the perception on looking at the problem, and 3) the tendency to prioritize personal interests.

### **Human Resource Management Practices**

Armstrong (2010: 7) states that human resource management is defined as a strategic and coherent approach to the management of the most valuable assets for the organization, the people who work there who individually and collectively contribute to the achievement of organizational objectives. Noe et al. (2015) stated that human resource management refers to the policies, practices, and systems that influences employees' behavior, attitudes, and performance. Dessler (2003) stated that the practice of human resource management consists of everything that is done by managers in recruiting, selecting, training, communicating, evaluating and terminating employees.

The view that human resources management practices could drive the high performance has the relationship with job burnout. Some of the criticism arises because intensifying demands high performance continuously will potentially make a stressful work. When feeling the demands running continuously it will be emotionally exhausted (Godard, 2001). He found that employees who work in the organizations that adopt high performance management practices experience more job stress. The employees of organization with a high performance management in moderate level feel a positive experience. Longitudinal studies by Godard (2001) found that the application of high performance management practices result in positive outcomes for employees, but the positive results will decrease when performance demands are intensified. It is given the term intensification of work in the organization. Ramsay et al. (2000) also found some evidence of the existence of the phenomenon of intensification of work in the organization in a large number of organizations that implement the high performance human resource management practices.

### **Workload**

Groenewegen and Hutten (1991) distinguished between objective workload and subjective workload. Objective workload is defined as the amount of time required to perform certain activities, or for a certain period of the frequency of certain events take place. More subjective aspects of workload is related to whether an employee feels overworked. Gopher & Doncin defines workload as a concept arising from the limited capacity to process

information. When faced with a task, the individual is expected to complete the task at a certain level. If the individual limitations hamper / hinder the achievement of the work at the expected level, there is a gap between the expected level of ability and the capacity level. These disparities cause failure in performance (performance failures). This is what underlies the importance of understanding and a deeper measurement of workload (Gopher & Doncin, 1986).

O'Donnell and Eggemeier (1986) describes that the term workload refers to "how much of the capacity of the workers, who are needed in completing a task / job". Webster in Lysaght, et al. (1989) suggested a different point in defining workload. He argues workload as the amount of work or working time expected / given to the worker, or the total amount of work that must be completed by a group of workers in a given period of time ". So there are three major categories of workload, namely a) the amount of work and things to do, b) certain time aspects of time that must be considered by workers and c) a subjective psychological that is experienced by a workers. This research focuses on the individual subjective psychological experienced about his job.

Workload measurements can be done in various procedures, but as presented by Miller (2001) outlines there are three workload measurement categories. The three categories are: 1) Measurement based on physiological aspects, namely measurement which measures the level of workload. 2) Measurement based on the self assessment by workers on the workload of a task he felt. 3) Measurement based on performance, which is obtained through aspects of behavior or activity that is displayed by the workers (Whitmore, 1987). In evaluating mental workload for worker that works with the machinery, such as a train engineer and nurse, widely used method is a subjective measurement method. This method is suitable for measuring mental abilities of employees on the job. In the subjective mental workload, the employee will not interfere in the work. The subjective measurement method to be used is the NASA-TLX. The consideration is that as according to Hart & Staveland in Hancock (1988), NASA-TLX is easier to analyze and more accurate than the other methods. Based on subjective mental workload considerations, this research will use the NASA-TLX as the employees' workload measurement.

### **Previous Studies**

There is a new framework of human resource management, as stated by Nawangsari and Elmi (2017) that human resource management tends to be strategic decisions. As Castanheira and Chambel (2010) finding that HR systems can help reduce burnout in call centers by verifying that HR control systems associated with more emotional dissonance and less autonomy increase burnout. This study fills a gap in the literature between HR systems and burnout by demonstrating the role job demands and autonomy play in explaining how HR systems improve or decrease workers' exhaustion and cynicism.

Evidence is available to show that workload is one of the most consistent stressors amongst employees (Becker et al., 2005; Schaufeli & Greenglass, 2001). The number of working hours and employees' abilities are the potential factors leading to job burnout (Dyer & Quine, 1998). Accordingly, employees who have been assigned excessive workload beyond their abilities will find it difficult to cope with their jobs, which eventually lead to burnout (Schaufeli et al., 1998). On the other hand, employees with higher expectations but are underload may also experience burnout (Pines, 1993; Keenan & Newton, 1985). However, the increase in workload may not always result in burnout if employees work under self-managed teams and are given adequate time to complete their tasks (Elloy, Terpening, & Kohls, 2001). Employees' burnout can harm organizational performance, since burnout can be the source of employee work stress and the work stress will lowering work performance, as stated by Mangkunagara and Puspitasari (2015).

Research by Bria et al. (2014) aimed to identify the relations between burnout, job demands and negative work-home interference. Results of multiple regression analyses indicate that while job demands predict burnout, the negative work-home interference partially mediates the relation between job demands and burnout. The present results have implications for designing interventions focused on reducing burnout among healthcare professionals. Wood and Killion (2007) stated that a variety of factors that can cause employee burnout, including increased workload, chronic fatigue, poor balance between and work and family life, and a loss of confidence. Kroon et al. (2009) studied about the impact of management practices, specifically high performance work practices and the result revealed that fairness was associated with the experience of less burnout,

### **Framework and Hypotheses**

Based on the literature review, the research framework is as in Figure. 1. Employees' burnout allegedly influenced by workload and human resource management practices. With the higher workload, job burnout allegedly also higher. Employee perceptions of human resource management practices are thought to be the better cause decreased levels of job burnout.

### **Research Hypothesis**

1 Workload significantly affects the employees' burnout.

2 Human resource management practices significantly affects the employees' burnout.

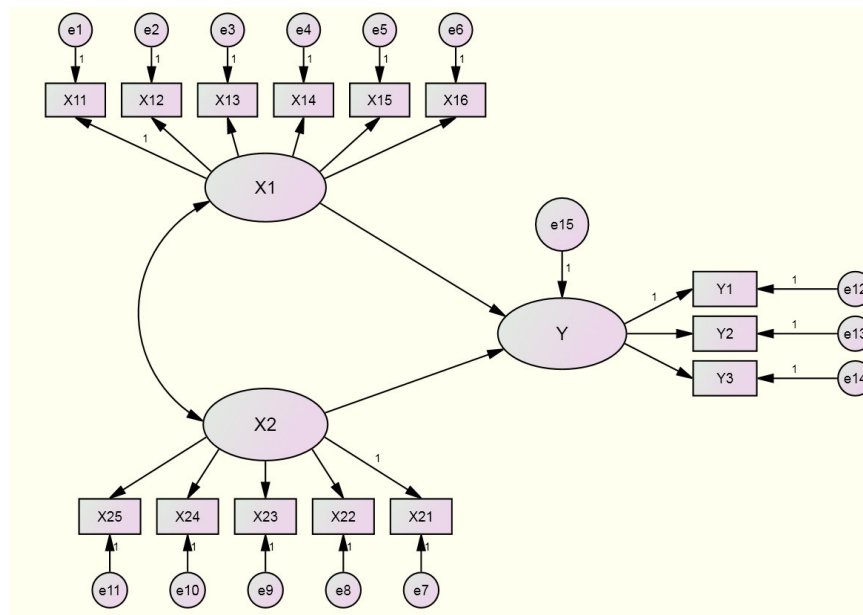


Figure1. Conceptual Framework

**METHODS**

**Operational Definition of Research Variables**

The variables used in this study consisted of three variables: the practice workload (X1) and human resource management practices (X2) as an exogenous variable, and saturation employees (Y) as an endogenous variable. Workload (X1) was the perception of workload perceived by the employees, with measurements based on the self-report questionnaire filled by workers. This variable was measured using a Likert scale (1 to 10) using six dimensions of Naza TLX (Hart & Staveland in Hancock: 1988), namely: a) Mental Demand, b) phisycal Demand, c) Temporal Demand, d) Own Performance, e ) Effort and f) Frustration

Human resource management practices (X2), was the perception of the employees for the implementation of human resource management practices in the company where he works. This variable was measured using a Likert scale (1 to 5) by using the following five dimensions (Rathnaweera, 2010): a) Recruitment and selection (X21), b) Training and Employee Development (X22), c) Implementation of Employee Performance Evaluation (X23), d) Implementation of Promotion (X24), and e) Compensation and benefit for Employees (X25). Employees’ burnout (Y), was the perception of employees on exhaustion physically, mentally, and emotionally in the work. This variable was measured using a Likert scale (1 to 5) by using three dimensions: a) Physical Exhaustion (Y1), b) Mental Exhaustion (Y2), and c) Reduced Personal accomplishment (Y3).

**Research Design and Sample**

Research is an explanatory research as it aims to explain the influence of variables through hypothesis testing. The population is all non-academic employees at Mercu Buana University Jakarta with the total 234. The number of samples as many as 126 employees, since the structural equation models needs a hundred or more samples.

**Data Analysis**

Primary data were collected by questionnaire. The data were processed using structural equation (SEM) using AMOS program package (Analysis of Moment Structure) version of 18. The SEM was used because it allows researchers to test the relationship between variables and measurement model variables at once. Thus the measurement error testing becomes an integral part of the model, so that the factor analysis can be done together with hypothesis testing.

**RESULTS AND DISCUSSION**

**Characteristics of Respondents**

Characteristics of respondents as shown in Table 1, indicated that the number of male and female employees are relatively balanced. Most of the employees are young employees, which are under the age of 40 years as much as 70% while those aged over 40 years is only 30%. The lowest employees’ educations are high school with the

total 15%, diploma 3 as much as 10%, and as much as 69% are undergraduates, and as much as 7% are master degrees.

**Table 1. Characteristics of Respondents**

Item	Amounts	Prosentage
<b>Gender</b>		
Male	66	52%
Female	60	48%
<b>Total</b>	<b>126</b>	<b>100%</b>
<b>Age</b>		
< 25 year old	24	19%
25 to < 30 year old	31	25%
30 to <40 year old	33	26%
>= 40 year old	38	30%
<b>Total</b>	<b>126</b>	<b>100%</b>
<b>Education</b>		
High School	20	15%
Diploma	12	10%
Undergraduate	87	69%
Master Degree	7	6%
<b>Total</b>	<b>126</b>	<b>100%</b>

Source : Research Data Processed (2017)

### Descriptive Statistics

Table 2 presents statistics of respondents over the dimensions of the study variables. Variable workload consists of 6 dimensions, which dimensions are measured with a scale range of 1 to 10. Scores of the respondents perceived workload could be categorized into quite high, which is an average of 7.3068 and the dimension that has the highest score is own performance and effort. Human resource management practice which consisting of 5 dimensions, were measured with a scale range 1 to 5. Human resource management practices as perceived by the respondents could be classified into quite good, which is an average of 3.7191, and the dimension that had highest score was the recruitment and selection of employees with a score of 4.0317. Lowest assessment scores on the dimensions of compensation which is equal to 3.3517 but still in good enough category. Variable employees' burnout measured by three-dimensional work that is physical exhaustion, mental exhaustion, and reduced personal accomplishment. Average assessment score is equal to 2.9380. It means that in average respondents did not experience job burnout. Highest scores are on the reduced personal accomplishment dimension with an average score of 3.9048. Dimensions of mental exhaustion having an average score of at the lowest, at 2, 2711.

**Table 2. Descriptive Statistics**

Variables/Indicators	N	Means	Std. Deviation
<b>Workload (X1)</b>		7,3068	
1. Mental Demand (X11)	126	7,6746	1,52226
2. Physical Demand (X12)	126	7,3095	1,77748
3. Temporal Demand (X13)	126	7,1032	1,84534
4. Own Performance (X14)	126	7,9603	1,57175
5. Effort (X15)	126	7,7460	1,52282
6. Frustration (X16)	126	6,0476	2,13488
<b>Human Resource Management Practices (X2)</b>		3,7191	
1. Recruitment and selection (X21)	126	4,0317	0,58949
2. Employee training and development (X22)	126	3,8148	0,72245
3. Employee performance evaluation (X23)	126	3,7858	0,72466
4. Promotion(X24)	126	3,6113	0,83365
5. Compensation and facilities for emplyee (X25)	126	3,3517	0,77906
<b>Employees' Burnout (Y)</b>		2,9380	
1. Physical Exhaustion (Y1)	126	2,6381	0,66198
2. Mental Exhaustion (Y2)	126	2,2711	0,58206
3. Reduced Personal Accomplishment (Y3)	126	3,9048	0,42138

Source : Research Data Processed (2017)

### Confirmatory Factor Analysis

Results of confirmatory factor analysis, as Table 3 showed that for the variable workload only 5 dimensions

become significant as variable measurement. Value of factor loading scores above 0.5 indicate that the five workload dimensions of the mental demand, physical demand, temporal demand, own performance, effort and worthy of measurement dimensions variable workloads where effort has a highest loading factor score of 0,880.

**Table 3. Loading Factor and Variance Extract**

Variables/Indicators	Loading Factors	Variance Extract
<b>Workload (X1)</b>		
1. Mental Demand (X11)	0,705	
2. Physical Demand (X12)	0,758	
3. Temporal Demand (X13)	0,728	0,897
4. Own Performance (X14)	0,776	
5. Effort (X15)	0,880	
<b>Human Resource Management Practices (X2)</b>		
1. Recruitment and selection (X21)	0,709	
2. Employee training and development (X22)	0,767	
3. Employee performance evaluation (X23)	0,853	0,901
4. Promotion(X24)	0,791	
5. Compensation and facilities for employee (X25)	0,717	
<b>Employees' Burnout (Y)</b>		
1. Physical Exhaustion (Y1)	0,835	
2. Mental Exhaustion (Y2)	0,690	0,899

Source : Research Data Processed (2017)

Variable human resource management practices as measured by the 5 dimensions to five dimensions showed that the CR value and level of significance less than 0.05. All of the five dimensions were acceptable for the measurement of human resource management practices. The five dimensions also has a loading factor scores greater than 0.5 so it is valid to measure these variables. The dimensions of employee performance appraisal had the greatest value of loading factor which is equal to 0.853. Results of confirmatory factor analysis variable employees' burnout only 2-dimensional work and deserves to be significant measurement. Value of factor loading score were above 0.5, indicated that the physical exhaustion and mental exhaustion dimensions were worthy as measurement of variable workload and the physical exhaustion dimension had the highest factor loading value score of 0.835.

### Assumptions Test

Tests carried out by testing the normality of outliers based on Mahalanobis Distance minimum criteria of 0.05. Data normality test was also carried out by using the criteria of skewness (skewness) and kurtosis (kurtosis). Test results with Mahalanobis index (from the SPSS output) showed that some of the data are outliers, but still included in the data analysis since the amount is relatively small. Results of testing for normality based on the skewness and kurtosis criteria indicated that the data meet the normality assumption criteria, although the multivariate was less good.

### Goodness of Fit Model Test

The results of testing the suitability of the model as presented in Table 4 shows that although the chi-square criterion was in a fair category but other indicators satisfy the criteria of the fit model. Under these conditions, it was concluded that the research model is sufficient for further analysis.

**Tabel 4. Result of Goodness of Fit Model Test**

No.	Goodness of Fit Index	Cut-off Value	Result	Conclusion
1.	Significant Probability	> 0.05	0,194	Good
2.	X2 Chi-Square	Expected samll	59,486	Fair
3.	RMSEA	< 0,08	0,705	Good
4.	TLI	> 0,95	0,984	Good
5.	CFI	> 0,95	0,988	Good
6.	CMIN/DF	< 2,00	1,166	Good

Source : Research Data Processed (2017)

### Hypotheses Testing

Summary of results of testing hypotheses about the effects of workload and human resource management practices on employee burnout are presented in Table 5. Criteria used for testing was based on the criterion of P value with the cut-off value of CR of 0.05. If the P value is smaller than 0.05, it is said that there was a significant effect of exogenous variables on endogenous variables, and if the P value greater than 0.05, it was

said that there is no influence of exogenous variables on endogenous variables.

**Table 5. Results of Hypotheses Test**

Relation among Variables		Estimate	S.E.	C.R.	P	Conclusion
Employees' Burnout	<--- Workload	0.139	0.054	2.575	0.010	Significantly Affect
Employees' Burnout	<--- Human Resource Management Practices	-0.269	0.137	-1.968	0.049	Significantly Affect

Source : Research Data Processed (2017)

**Hypothesis 1: Workload significantly affects the employees' burnout.**

The test results showed that the workload significantly influence employee burnout. The higher the workload, the higher the score employee. Employee burnout conditions of the employees working at Mercu Buana University still in a low condition, but the employees' perceptions of the work load is quite high. It means that when the higher of workload the higher level of employee burnout. Therefore, the workload needs to be managed carefully in order to prevent employee burnout so that can achieve better employee performance. The results of this study support previous studies by Wood and Killion (2007). They found that the workload has a significant influence on job burnout. This result also support Becker et al. (2005), Schaufeli and Greenglass (2001), Dyer and Quine (1998), Schaufeli et al. (1998), Pines (1993), Keenan and Newton (1985). The finding of this research support Mangkunegara and Puspitasari (2015) that employees' burnout can harm organizational performance, since burnout can be the source of employee work stress and the work stress will lowering work performance.

**Hypothesis 2: Human resource management practices significantly affects the employees' burnout.**

The second hypothesis that human resource management practices significantly effects the employees' burnout was supported by results of study. The CR has a value of -1.968 with a significance level of 0.049. It means that the better of human resource management practices the lower employees' burnout. Human resource management practices were quite well perceived by the employees, but it can still be improved in order to prevent and decrease the employee burnout. The most important dimension of human resource management practices is employee performance evaluation. This result support Kroon et al. (2009), Bria et al. (2014), and Wood and Killion (2007).

**CONCLUSIONS AND RECOMMENDATIONS**

**Conclusion**

Based on the results of data analysis research can be drawn conclusions as follows:

1. Based on descriptive statistic that employee perception score to workload dimension, performance management practice and employee burnout shows that work load perceived by employees is high enough, but human resource management practices is perceived quite well, whereas employee burnout is low.
2. Workload of employees has a positive and significant impact on employee burnout, where the higher the workload the higher employee burnout.
3. The practice of human resource management has a negative and significant impact on employee saturation. It means that the better the employees' perceptions of the process of recruitment, training and development, career, employee performance appraisal, and rewards to employees, the lower the employee burnout.

**Recommendation**

For Mercu Buana University management, this research recommend to increase the human resource practices especially in employee evaluation, because it can reduce employee burnout. Employee evaluation will being the focus of employees to act and to perform. Employees evaluation is very important because based on employees evaluation the management will give incentives and recognition for the employees. Management can reduce the employees' burnout by reduce the workload, since the workload has positive effect on employees' burnout.

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