Determinant of Burnout and the Implication Toward Job Satisfaction

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ABSTRAK

Pada instansi pemerintah khususnya bagian pelayanan, kepuasan kerja pegawai sangatlah penting, karena akan mempengaruhi pelayanan pegawai pemerintah terhadap masyarakat yang membutuhkan pelayanan. Tujuan penelitian ini adalah untuk mengetahui pengaruh beban kerja dan iklim organisasi terhadap kepuasan kerja yang dimediasi oleh burnout. Penelitian ini dilaksanakan di kantor kecamatan di kabupaten bekasi, dengan objek penelitian adalah para pegawai yang bekerja disana. Hasil penelitian menunjukkan bahwa beban kerja dan iklim organisasi berpengaruh secara parsial terhadap burnout. Secara bersamaan, keduanya juga mempengaruhi burnout. Beban kerja secara parsial tidak berpengaruh terhadap kepuasan kerja, sedangkan iklim organisasi berpengaruh. Burnout tidak mempengaruhi kepuasan kerja secara parsial, namun secara simultan beban kerja dan iklim organisasi dapat mempengaruhi kepuasan kerja. Dalam penelitian ini burnout hanya memediasi beban kerja terhadap kepuasan kerja, namun tidak memediasi iklim organisasi terhadap kepuasan kerja.

ABSTRACT

In government institutions, especially the service department, employee job satisfaction is very important since it will affect the service of government employees to people who need services. This research aims to determine the effect of workload and organizational climate on job satisfaction which is mediated by burnout. This research was carried out at the sub-district office in Bekasi district, with the objects being the employees who worked there. The research results show that workload and organizational climate partially influence burnout. Simultaneously, they both also influence burnout. The workload partially does not affect job satisfaction, while the organizational climate does. Burnout does not partially affect job satisfaction, but simultaneously with workload and organizational climate, it can influence job satisfaction. In this research, burnout only mediates workload on job satisfaction but does not mediate organizational climate on job satisfaction.

INTRODUCTION

In the current era of globalization where technological developments are very rapid, the government in many countries should improve the quality. Therefore, to ensure a government's success, all resources must be managed efficiently and effectively to encourage sustainable growth and development. The success of an organization depends on the role of employees. The more quality employees are the government's overall performance will increase. However, employee sometimes performance in an organization does not always increase, sometimes it even decreases.

The success of an organization can be measured by the level of job satisfaction of its employees. To achieve optimal levels of job satisfaction, human resource management in the organization must be carried out carefully. This aims to make employees feel comfortable in carrying out their duties, get maximum results, and enjoy satisfaction in working in the company environment. The importance of employee job satisfaction in an organization is reflected in the fact that employees who are satisfied with their work tend to respond

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positively to the organization.

In a government institution such as a sub-district, which is a public service sector, employee satisfaction is something that really needs to be paid attention to, because it will have an impact on the service. There are several factors that influence job satisfaction, such as workload and organizational climate. Employees will be very comfortable working and satisfied with their work if they do not feel burdened when carrying out their duties and the organizational climate at the institution is good. Job satisfaction will also be created if employees who work do not feel tired, both physically and mentally.

Sub-districts in Bekasi Regency pay attention to efforts to maintain employee satisfaction, to improve their welfare to motivate and appreciate the contributions made. Apart from that, this effort is also intended to encourage employees to work more efficiently, because employee job satisfaction is considered an equally important aspect in an organization. These factors are the basis for increasing productivity, creativity, and better employee retention rates in the long term. There are a few public administrations that emphasize this examination, for example, Wellbeing, Training, Economy and Advancement, and Public Help. This Taxpayer organization area actually should be estimated in how to comprehend the state of well-being administrations conveyed (Halimah et al., 2023)

Given a pre-study directed by the creator involving a survey technique on 30 sub-locale representatives in Bekasi Regime who were haphazardly chosen in regards to worker work fulfillment, in light of this information it was seen that representatives of the sub-locale creation segment in Bekasi Rule were disappointed with the responsibility given by the organization. Aside from that, representatives additionally feel disappointed with relations between workers, which is a sign of the hierarchical environment.

To create employees with a high level of job satisfaction, companies must create conditions that encourage them to develop and improve their skills optimally. To increase job satisfaction, companies can take several steps by creating a comfortable work environment and anticipating excessive workloads to avoid burnout.

Burnout is a condition of physical and mental exhaustion experienced by workers due to excessive workloads, inappropriate working conditions, as well as mental or physical problems in the work environment. These factors are caused by excessive workload and unsupportive working environment conditions. Workload refers to tasks that must be completed within a certain period and can be felt by workers as a result of the work they do. The impact of workload not only affects performance but also hurts the health and safety of employees in an organization.

Apart from workload, organizational climate can also influence employee job satisfaction. An authoritative environment is impacted by different things that occur inside an association. The quality of the internal environment that is continuously experienced by members of an organization, which influences their behavior and can be described as a set of characteristics or characteristics of the organization itself, is the reason why it is important to pay attention to organizational climate. Associations should establish a decent climate with the goal that HR can work really and feel fulfilled and steadfast.

Numerous past investigations have inspected the connection between responsibility, hierarchical environment, and burnout with work fulfillment. The aftereffects of examination led by (Tentama et al., 2020) The exploration results show that responsibility affects work fulfillment. Nonetheless, this examination isn't by research directed by (Hariyanto et al., 2023)

According to the findings of the study, job satisfaction is significantly and negatively impacted by workload. In the interim, research led by (Wijaya, 2018) shows that responsibility doesn't straightforwardly affect work fulfillment but rather through the go-between factor of work pressure.

Research conducted by (Setyo et al., 2020) shows that organizational climate has a significant positive influence on job satisfaction. This means that a good organizational climate will increase employee job satisfaction. Different from research conducted by (Zaman et al., 2018) which shows that organizational climate does not influence job satisfaction, but simultaneously influences it. This means that organizational climate does not directly influence job satisfaction but can influence it indirectly or together with other variables.

Research led by (Adarkwah et al., 2018) demonstrates that job satisfaction is positively impacted by burnout. In contrast to the research that was conducted (Yulianti et al., 2018) The exploration results show that burnout affects work fulfillment. In the interim, research led by (Tumbel, Tinneke M, and Pangemanan, 2017) states that burnout has a negative yet not tremendous impact on worker work fulfillment. Burnout doesn't impact work fulfillment, this might be because different variables affect representative work fulfillment.

Based on the background explanation above and the existence of research gaps, the researcher is interested in conducting this research. To find out whether there is an influence between workload, organizational climate, burnout, and employee job satisfaction. Therefore, the researcher chose the title "The Influence of Workload and Organizational Climate on Employee Job Satisfaction with Burnout as a Mediating Variable in Subdistricts in Bekasi Regency.".

The problem formulation in this research is whether workload and organizational climate influence burnout and job satisfaction. Apart from that, the problem formulation in this research is whether burnout mediates workload and organizational climate on job satisfaction. From the problem formulation, researchers in this research aim to find out whether workload and organizational climate influence burnout and job satisfaction, and want to know whether burnout mediates workload and organizational climate on job satisfaction.

Literature Review

Several studies state that workload and organizational climate influence job satisfaction. Like research of Tentama that said workload influence job satisfaction. Meanwhile, (Setyo et al., 2020) shows that organizational climate has a significant positive influence on job satisfaction. This means that a good organizational climate will increase employee job satisfaction. In another researches said that workload and organizational climate influence burnout as (Schwaffertz, 2020) and (Setyo, 2028) said in their research.

According to (Bintoro, 2019) HRM is something related to the use of humans in carrying out work to achieve maximum levels of efficiency and effectiveness in achieving the goals to be achieved in business, employees, and society. Meanwhile, according to (Muzaki et al., 2021) human resource management can be understood as a strategy for managing valuable assets of a company/agency; in particular, the people who work within the company, both individually and in teams, who gradually and systematically realize the company's vision.

According to Kasmir (2016) in (Damanik, 2021) Human resource management (HR) is how managing people begins with planning, recruiting, selection, giving training,

development, compensation, career, provision of safety and health, as well as maintenance of employment relations until termination of employment to achieve company goals and improve stakeholder welfare. According to (Siwi & Nawawi, 2023), In taxpayer-supported organizations, client fulfillment turns into the determinant of their prosperity.

Human asset the executives is the method involved with arranging, coordinating, and controlling exercises connected with work investigation and assessment, acquisition, advancement, remuneration, advancement, and centralization of work relations to accomplish foreordained objectives. (Husaini & Sutama, 2021). Human resource management is the application of certain activities or processes aimed at managing employees in an organization to achieve organizational goals, such as employee development, performance appraisal, and conflict management (Opatha, 2021).

Job Satisfaction

Job satisfaction is defined as a positive attitude towards one's work results and being an individual. Individuals with a high level of job satisfaction have a positive value towards work, while those with a low level of satisfaction have a negative value towards work. (Munandar & Hermawan, 2022)

According to Haris (2021) in (Aisyah et al., 2022) Job satisfaction is the emotional feeling felt by an employee towards his work. Job satisfaction arises when expectations are proportional to the rewards provided by the company for the work done so that employees can fulfill their physical needs and social status. Job satisfaction is a positive feeling felt by an employee towards his work.

(Yulianisa et al., 2023) defines job satisfaction as an employee's pleasant or unpleasant emotional state related to his work. Job satisfaction reflects a person's feelings towards his job and everything he encounters in the work environment. Job satisfaction is an emotional state as an active response to work (Jobst, Gall, Eiche, Birkholz, & Prottengeier, 2018). (Nugroho et al., 2020). Job satisfaction is related to happiness and also the activity of loving work, employee job satisfaction develops. Therefore, these employees will get exemplary good work, good dedication, and discipline within the company.

Occupation fulfillment is a proportion of the degree of fulfillment of laborers with their kind of work which is connected with the idea of their work undertakings, the outcomes accomplished from the work, the type of management and hierarchical environment, as well as the good feeling and preference for the work they do (Soetjipto, 2021). As indicated by (Concentrate et al., 2020) characterize work fulfillment as the wonderful or undesirable feelings communicated by representatives concerning their work.

According to (Li et al., 2020) Job satisfaction is often defined as a feeling or attitude towards someone's work experience or job. In other words, job satisfaction is an individual-level factor that reflects a person's influence and emotions towards their work. According to (Haryono et al., 2019) Job satisfaction is a basic need for individual presence and work in an organization because it plays a crucial role in increasing productivity. A person with a high level of satisfaction will have a positive attitude towards work, while a dissatisfied person will show a negative attitude towards work.

Job Satisfaction is a progression of fortunate or unfortunate sentiments and feelings with which representatives see their work. An affective attitude, or the relative feeling of liking or disliking something, is what defines job satisfaction. A worker's level of positive or negative feelings about their work is referred to as their job satisfaction. Work fulfillment mirrors the genuine degree of assumptions and prizes. (Nair & Subash, 2019)

According to Sutrisno (2017) in (Mulyana et al., 2021), four factors can influence job satisfaction, they are factors of psychological, factors of social, factors of physical, and factors of financial. According to Afandi (2018) in (Erlina, 2019) indicators of job satisfaction are work, wages, promotion, supervisor, and work colleague

Burnout

(Ramadhika Dwi Poetra, 2019) explains that burnout is fatigue experienced by workers or employees both physically and mentally due to their work in the form of stress and lack of interest in work, which is continuous or prolonged. Burnout is the most widely recognized consequence of stress and responsibility. Boredom, depression, pessimism, inability to concentrate, poor work quality, dissatisfaction, absenteeism, and illness are all signs of burnout. (Ryan et al., 2019).

According to Fahmi (2013) in (Cahyani, 2020) states that burnout itself is a stressor that occurs as a result of a situation that pushes a person's self and soul beyond the limits of their abilities so that if it is not resolved continuously it will have an impact on the person's health. Burnout or fatigue is a condition related to a person's psychology that is accompanied by a feeling of tiredness, which can be physical, mental, and emotional fatigue due to continuous and prolonged stress. (Lineuwih et al., 2023) According to (Dewi & Riana, 2019) Burnout is a drawn-out reaction connected with pressure-causing factors that constantly happen in the work environment, the consequence of which is a blend of the laborer and the work.

According to (Ruth, 2021) Burnout is the effect of delayed work pressure and strain felt by representatives since work undertakings can't be satisfied, so pressure emerges when workers can't satisfy what is expected by their work, for example, absence of time to follow through with responsibilities and clashing jobs. Burnout is characterized as actual weariness, sentiments of defenselessness and sadness, close-to-home depletion, and the development of a negative self-idea regarding work, accomplishment, life, etc (Sri et al., 2022). Burnout represents a state of physical, emotional, and mental exhaustion resulting from long-term involvement in emotionally demanding work situations (Avanzi et al., 2018). (Hogarth, 2017) defines burnout as the consequence of very high work requests combined with profound weariness, depersonalization, and decreased individual achievement that can influence a person's psychological and actual prosperity.

According to (Aprilia, 2022) Factors that influence burnout include External (work environment), Role conflict, Personal (Private), and Education According to Yanuar dan Hary (2010) (Cahyani, 2020) suggests that the indicators of burnout are Actual weaknesses, Close to home depletion, Mental weariness, Low confidence, and Depersonalization

Workload

According to Haga, Shinoda, and Kokubun (2002) in (Tentama et al., 2020) workload refers to the level of processing capacity used while working, reflecting an individual's energy supply and task demands. This includes various variables that reflect the level of difficulty of the work a person faces.

Musa dan Surijadi (2020) in (Ali Hasan (2018), 2020) Workload definition is the process of determining the quantity of working hours expected to finish a task within a specific time limit. Employees who are one of the important pillars of the company, should have the right to complete work according to their physical and mental capacity easily.

According to Sunyoto (2012) in (Safitri et al., 2020) stating that excessive workload can result in internal pressure that causes stress. This condition is many times brought about by a normal expertise level that is too high and maybe additionally an inordinate work speed. The concept of workload can also be understood as the gap between a worker's abilities and the job demands that must be carried out. If the difference is significant, the work may not be completed according to the set target. Therefore, a worker needs to receive a workload that is balanced with his physical and mental abilities and does not cause excessive fatigue. (Marwan Fikri, 2018)

As stated by (Saputro et al., 2020) workload is pressure as a response influenced by individual differences or psychological processes, which is a consequence of an extreme action (environment, circumstances, events that place too many psychological or physical demands) on a person. Responsibility alludes to the power of work undertakings that are a wellspring of mental pressure for representatives. Responsibility alludes to how much work an individual should do to finish a job (Saerang, 2018).

In accordance with (Florenta, 2022) workload is a working condition with an expected set of responsibilities that should be finished within a specific time limit. According to (Inmaculada et al., 2020) workload includes the interaction between various task demands (such as mental, time, and performance demands) and subjective experiences (emotional demands). Cognitive demands involve the mental activity and perception required in a task, as well as the decision-making required. Temporal demands include the number of tasks and the speed of their completion. Meanwhile, performance demands involve the level of performance and responsibility in the job. Emotional demands assess the degree to which a job can cause anxiety or stress in an individual.

In line with (Ramadhana et al., 2021) Workload can be understood as the gap between workers' skills and the demands of their jobs. On the off chance that the laborer's capacities are a lot higher than the gig requests, sensations of weariness might emerge. Then again, assuming the laborer's capacities are lower than the gig requests, this can cause exorbitant exhaustion.

In this research, the workload indicators used to adopt the workload indicators used in research conducted by S. R. M. Koesomowidjojo (2017) in (Maulidina Safira, 2022) are: Working Conditions, Use of Working Time, Targets that must be achieved

Organizational climate

Organizational climate is an assessable measure that includes organizational members' perceptions of various aspects of work life that impact their motivation and behavior. These factors include organizational culture, leadership style applied, hierarchical structure, and human resource management. (Denny, 2022). According to (Hanum & Nainggolan, 2017) Organizational climate reflects the company's environmental conditions, as well as environmental characteristics and conditions that shape organizational identity. These factors are affected by the approach to acting, character, and attitudes of various leveled people. The term "organizational climate" refers to how members of an organization perceive their surroundings.

(Lina Nurliana, 2019) says that organizational climate is a characteristic that differentiates one organization from another. This organizational climate refers to the views that each member has towards the organization. (Jumartianingsih et al., 2022) defines that organizational climate reflects the characteristic conditions formed in the work environment, which are considered to influence the behavior of different individuals in the organizational environment.

As indicated by (Arijanto et al., 2022) Climate of the organization is a condition or air felt by an individual in the workplace, which can impact an individual's conduct in doing their work. As indicated by (Gosain, 2021) Climate of an organization alludes to the arrangement of quantifiable properties of the workplace that are normal for individuals who live and work inside it and that impact their way of behaving and inspiration.

(Kassem et al.) state that 2021) Climate of organization is a type of existing circumstances and the idea of hierarchical life seen by representatives. A hierarchical environment with a steady climate is accepted to empower the improvement of entrepreneurial conduct among the labor force.

Organizational climate is a combination of various psychological variables that arise from routines and can influence individual behavior in an environment. Dimensions and indicators in organizational climate include elements, factors, and properties of organizational climate variables. Furthermore, the characteristics or dimensions of this organizational climate influence the motivation of organizational members to exhibit certain behaviors(Wahyu et al., 2019).

According to (Calim et al., 2023) Organizational climate is a combination of factors that determine the characteristics of an organization that differentiates it from other organizations. Like individuals, every company has characteristics that differentiate it from its competitors. According to Stringer (2002) (Haramaini, 2019), indicators that exist in the organizational climate, including Organizational policies and regulations.

What is new in this research is placing burnout as a mediating variable between workload, organizational climate and job satisfaction. This research was also carried out in government offices, namely sub-district offices and sub-district employees as the object.

RESEARCH METHODS

To facilitate understanding regarding this entire series of research, a research framework has been designed. This research involves two independent variables, one dependent variable, and one mediating variable. The first independent variable is Workload (X1), while the second independent variable is Organizational Climate (X2) which has the potential to influence Job Satisfaction (Y), with Burnout as a mediating variable (Z). Based on the description above, the model of influence between variables in this research can be explained as follows:

Figure 1.
Research Design
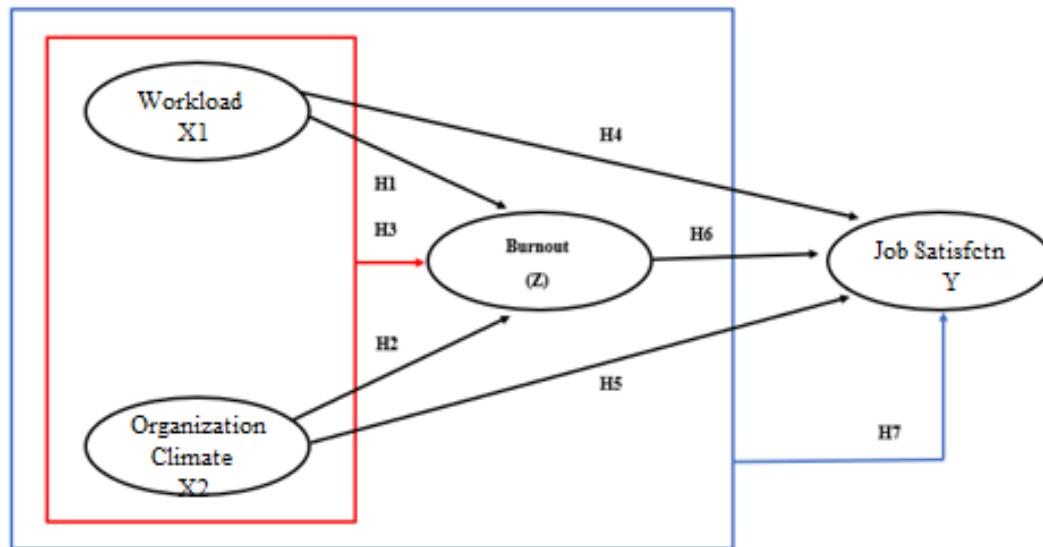
Source: Designed by Author (2023)

Information :
X1: Independent Variable Workload
X2: Independent Variable Organizational Climate
Z: Burnout Mediation Variable
Y: Dependent Variable Job Satisfaction
The type of research used in this research is quantitative research. According to (Ali et al. 2022) Quantitative research is a method of investigating social problems that focuses on testing theories consisting of variables that are measured numerically. This research is then analyzed using statistical procedures to determine the correctness of the predicted theoretical generalizations. In a quantitative approach, the relationship between variables will be analyzed using statistical testing tools and using theory objectively.

Population and Sample

According to Fauzi & Karsudjono (2021), a population is "a combination of all elements in the form of events, things, or people that have similar characteristics that are the center of attention of a researcher because it is seen as a research universe." Populasi is a combination of all of these elements. In light of this, the populace in this study was sub-area workers in Bekasi Rule in the creation division, adding up to 172 individuals.

According to (Amin, Garancang, and Abunawas 2023) Sample is simply defined as part of the population that is used as the actual data source in a study. In other words, a sample is a representation of a portion of the population that represents the entire population. Based on calculations carried out using the Slovin formula, it can be concluded that of the 172 existing populations, the total sample used was 120 people.

The logical strategy that will be utilized in this exploration is Primary Condition Demonstrating (SEM) to test the proposed speculation. SEM is utilized to quantify the connection between factors that have been distinguished as significant aspects of research. By joining different procedures like component examination, way investigation, and relapse, SEM assists scientists with addressing different inquiries that emerge from the noticed aspects.

As per Subroto, Tensiska, (2016) in (Mulyadi et al., 2021) Structural Equation Modeling (SEM) is a measurable strategy that is cross-sectional, straight, and general. SEM incorporates factor investigation, way examination, and relapse as significant parts.

RESULTS AND DISCUSSIONS

In the wake of examining the estimation model for each build and getting a Corroborative Component Examination (CFA) model with the Goodness of Fit (GOF) test, as well as palatable legitimacy and unwavering quality for each development, the subsequent stage is to coordinate the four builds from the CFA model to frame a half and half model. (Whole SEM). From the consequences of information examination utilizing Lisrel 8.80, the general reasonableness proportion of the mixture model is gotten as follows:

Structural Model Analysis

Structural model analysis aims to explore the relationship between latent variables contained in the research framework. This process also aims to evaluate the extent to which these latent variables influence each other and to test the validity of all the hypotheses proposed in the previous chapter. In structural model analysis, there are two types of tests carried out, namely the overall model fit test (GOF) and the structural model suitability test.
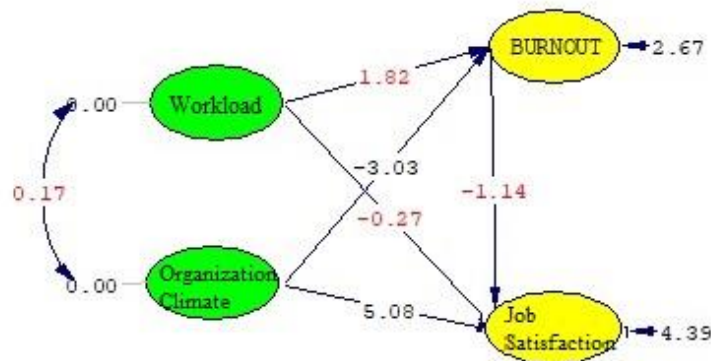
The results of the analysis using Lisrel 8.80 produced an overall structural equation model which is shown in Figure below:

Figure 2.
Standardized Result
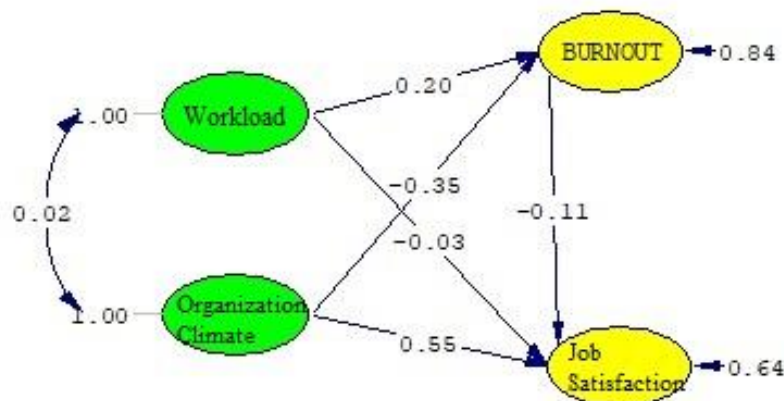
Source: processed data Lisrel 8.8 (2023)

Figure 3.
Tvalue Result

Source: processed data Lisrel 8.8 (2023)

Table 1.
Result of Structure Model and Simultaneous

Structural Equations

BURNOUT = 0.20*Workload - 0.35* Climate   Errorvar.= 0.84 , R² = 0.16
          (0.11)   (0.11)   (0.32)
          1.82   -3.03   2.67

Job
Satisfaction = - 0.11*BURNOUT - 0.025*!Workload + 0.55*Climate   Errorvar.= 0.64 , R² = 0.36
                (0.099)   (0.095)   (0.11)   (0.14)
                -1.14   -0.27   5.08   4.39

Source: processed data Lisrel 8.8 (2023)

Simultaneous Results

Given Figure 1 and Figure 2, it tends to be seen that there is a relationship framed between the free factor and the reliant variable in the underlying model. The aftereffects of importance testing concerning the connection between idle factors, or the way between the two dormant factors, can be found in Table below. Table 1 shows the subsequent coefficient values alongside the t-esteem. At the point when the primary way has a t-esteem ≥ 1.96, then, that point, the coefficient of the way is viewed as critical; if the t-esteem < 1.96, the coefficient of the way is viewed as unimportant. Aside from that, synchronous importance can be supposed to be huge if the f-count is > 2.45 and not critical if the f-count is < 2.45. This value of 2.45 was obtained from f character by contemplating the 4 assessment elements and 120 respondents.

Table 2.
Significant among Variables

No	Structure	t*value*	t*table*	Test Result
1	Workload => *Burnout*	1,82	1,96	Not Significant
2	Organization Climate => *Burnout*	3,03	1,96	Significant
3	Workload dan Organization Climate => *Burnout*	2,67	2,45	Significant
4	Workload => Job Satisfaction	0,27	1,96	Not Significant
5	Organization Climate => Job Satisfaction	5,08	1,96	Significant
6	*Burnout* => Job Satisfaction	1,14	1,96	Not Significant
7	Workload, Organization Climate, and *Burnout* => Job Satisfaction	4,39	2,45	Significant

Source: processed data Lisrel 8.8 (2023)

Given Table 2, it very well may be seen that the connection between Responsibility and Burnout isn't huge. In the meantime, there is a significant connection between burnout and the climate of the workplace. The connection between responsibility and hierarchical environment on burnout has a critical worth. However, there is no significant correlation between job satisfaction and workload. Then again, the connection between Authoritative Environment and Occupation Fulfillment is huge. Be that as it may, the connection between Burnout and Occupation Fulfillment isn't huge. Generally speaking, the connection between Responsibility, Hierarchical Environment, Burnout, and Occupation Fulfillment shows critical outcomes.

Hypothesis Test

After carrying out measurement analysis and structural analysis, the next step is to carry out hypothesis testing as follows

1. Effect of Workload on Burnout

The first hypothesis (Ha) states that workload affects burnout. Based on Figure 4.15, it is known that the tcount value is greater than the ttable value, namely 2.02 > 1.96, so it can be said to be significant. Thus, Workload is proven to have a significant and influential effect on Burnout in other words, Hypothesis 1 (Ha) is accepted.

2. The Influence of Organizational Climate on Burnout

The second hypothesis (Ha) states that Organizational Climate influences Burnout. Based on Figure 4.15, it is known that the tcount value is greater than the ttable value, namely 3.08 > 1.96, so it can be said to be significant. Thus, Organizational Climate is proven to have a significant and influential effect on Burnout in other words, Hypothesis 2 (Ha) is accepted.

3. Influence of Workload and Organizational Climate on Burnout

The third hypothesis (Ha) states that Workload and Organizational Climate influence Burnout. Based on Figure 4.16, it is known that the fcount value is greater than ftable, namely 2.64 > 2.45, so it can be said to be significant. Thus, Workload and Organizational Climate are simultaneously proven to have a positive and significant effect on Burnout in other words, Hypothesis 3 (Ha) is accepted.

4. Effect of Workload on Job Satisfaction

The fourth hypothesis (Ha) states that workload influences job satisfaction. Based on Figure 4.18, it is known that the tcount value is smaller than the ttable value, namely 0.73 < 1.96, so it can be said to be not significant. Thus, Workload is proven to have no positive and significant effect on Job Satisfaction, or in other words, Hypothesis 4 (Ha) is rejected.

5. The Influence of Organizational Climate on Job Satisfaction

The fifth hypothesis (Ha) states that organizational climate influences job satisfaction. Based on Figure 4.18, it is known that the tcount value is greater than the ttable value, namely 5.09 > 1.96, so it can be said to be significant. Thus, organizational climate is proven to have a positive and significant effect on job satisfaction, or in other words, Hypothesis 5 (Ha) is accepted.

6. The Effect of Burnout on Job Satisfaction

The sixth hypothesis (Ha) states that Burnout influences Job Satisfaction. Based on Figure 4.18, it is known that the tcount value is smaller than ttable, namely 0.85 < 1.96, so it can be said to be not significant. Thus, Burnout is proven to have no positive and insignificant effect on Job Satisfaction, or in other words, Hypothesis 6 (Ha) is rejected.

7. The Influence of Workload, Organizational Climate, and Burnout on Job Satisfaction

The seventh hypothesis (Ha) states that Workload, Organizational Climate and Burnout influence Job Satisfaction. Based on Figure 4.19, it is known that the value of fcount is greater than ftable, namely 3.86 > 2.45, so it can be said to be significant. Thus, Workload, Organizational Climate, and Burnout are proven to have a positive and significant effect on Job Satisfaction in other words, Hypothesis 7 (Ha) is accepted.

CONCLUSIONS

The conclusions of this research are that workload influences burnout partially and organizational climate partially influences burnout too. Simultaneously, they both also influence burnout. Workload partially does not affect job satisfaction, while the organizational climate does. Burnout itself does not partially affect job satisfaction, but simultaneously with workload and organizational climate, it can influence job satisfaction. In this research, burnout only mediates workload on job satisfaction but does not mediate organizational climate on job satisfaction.

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