

The Effects of Hope and Self-Efficacy on Employee Burnout

Muhammad Fabian Alif
Faculty of Psychology, University of
Muhammadiyah Malang
fabianalif13@gmail.com

Retno Firdiyanti
Faculty of Psychology, University of
Muhammadiyah Malang
retnofirdiyanti@umm.ac.id
(Corresponding author)

Djudiyah
Faculty of Psychology, University of
Muhammadiyah Malang
djudiyah@umm.ac.id

Abstract

The emergence of burnout can be caused by continuous work stress experienced by individuals. The occurrence of burnout can be influenced by the level of hope possessed by employees, whether employees will be able or not to perceive their goals, use goals as motivation, and prepare alternative strategies to overcome problems at work. Individuals who have good self-efficacy will see a difficult job as a challenge and prevent burnout from occurring. The purpose of this study was to determine the effect of hope and self-efficacy on burnout that occurs in employees. The sampling technique used was quota sampling. The respondents were civil servants, male and female, aged between 23 – 57 years old, who work at the Ngudi Waluyo Hospital agency, Blitar Regency as many as 150 people, including 59 administrative employees and 91 nurses. This study used SHS (State Hope Scale), the Bandura self-efficacy scale; the burnout instrument used a scale compiled by a previous researcher (Sasmita, 2016) by measuring three aspects of burnout, namely fatigue, cynicism, and inefficiency. Multiple linear regressions were used to analyze the data. The results showed that hope and self-efficacy simultaneously had an effect on burnout (17, 1%), and partially hope had a significant negative effect on burnout. However, interestingly self-efficacy had no effect on burnout.

Keywords: Burnout, Hope, Self-efficacy, Performance, Employee.

Received 10 November 2022/Accepted 27 February 2023 ©Author all rights reserved.

Introduction

Managing human resources in an organization or company to work effectively is important (Hayati & Fitria, 2018). According to Wibowo and Susilowati (2010), in an organization, human resources are a critical element that controls, maintains, and develops the organization so that it can continue to meet the demands of the times. The existence of human resources is the most significant and vital thing for the success of any organization or company. Competition between organizations or companies also involves human resource competition. The process of development and growth of an organization or

company, without human involvement, will not be effective because humans are able to bring the goals and means of achieving the development of the organization or company (Goga et al., 2020).

Therefore, paying attention to the organization's maintenance and development of human resources is essential. The achievements of individuals at work can be seen through the work that can be completed following the goals and responsibilities given. On the other hand, several factors can be an influence that can reduce employee performance, such as decreased work performance, the influence of the work environment, completing work on time, and decreased morale (Diana & Frianto, 2020). In line with that, Cherif, F (2020) said that organizations or companies must pay attention to human resources in them because the implementation of human resource practices supports increasing employee competence in the organization. These human resources or employees will later use their best competence and work together in the human resource group in their organization or company.

Setiawan (2015) also argued that the success obtained by a company is influenced by the role of human resources in the company. To improve employee performance, an organization or company also needs to pay attention to manage a balanced workload and not be too burdensome which make employees feel unable to complete their work, and control employees' working performance to continue to improve and excel. It has become a obligation in every company or organization to empower the potential possessed by employees so that they have good work performance and will make an excellent contribution to the company or organization. Maryani et al. (2021) also said that employee performance could not be optimal if you only rely on existing tools or technology without paying attention to the human aspects that operate them. It should be remembered that in an organization or company, there are aspects of competent and responsible human resources known as employees, who are also precious assets for the progress of the organization or company. Employees are also expected to achieve optimal work productivity levels under predetermined standards. Employee performance is the result of work achieved by employees in carrying out implementation in accordance with their responsibilities, which include: quality of work, quantity of work, timeliness, effectiveness, and independence.

Based on the assessment results, when the researcher did an internship at a government agency in Blitar Regency, the researcher found quite a crucial problem related to employee burnout. Employees who experienced burnout will affect their work performance caused of the workload that employees have, resulting in fatigue and boredom at work. In these institutions, employee burnout results in inaccuracies in doing their work which is caused by feelings of boredom while working. This started with the heavy workload of employees, such as when dealing with an administration for promotions and positions and making essential documents that had to be done in a relatively short amount of time. Sometimes employees also have jobs from other field employees who are delegated to employees in different fields outside their job responsibilities. Of course, this has a reason; delegating some of the work of employees in one field to employees in other fields will help speed up the work process. However, this also makes employees have a reasonably heavy burden. Additionally, using technology such as computers for a long time can cause fatigue and difficulty concentrating, causing fatigue at work. Singh et al. (2022) said that excessive use of technology in doing work could cause fatigue, anxiety, and physical discomfort. In addition, it can also affect job satisfaction, commitment to the organization, intention to stay, work productivity, job burnout and involvement, anxiety, burnout, and well-being.

The existence of workloads received by employees can result in burnout. Burnout, according to Leiter and Maslach (2003), is a psychological syndrome that occurs characterized by the emergence of fatigue, cynicism, and decreased self-achievement experienced by individuals in response to stressors at work. Maslach et al. (2001) defined burnout as a prolonged response to emotional stress, which includes three dimensions: namely exhaustion, cynicism, and inefficacy, separation from work, and a sense of ineffectiveness and a lack of self-fulfillment. The burnout component represents the individual's basic stress experience. It refers to excessive and depleted of one's emotional and physical resources. The cynicism component represents the interpersonal context dimension of burnout. This refers to a negative response, callousness, or being too detached from various aspects of the job. Finally, the third component of ineffectiveness represents the self-evaluation dimension of burnout. It refers to feelings of incompetence, lack of achievement, and productivity at work.

Working in a company or organization, every individual will certainly have problems regardless of the position he holds. An example is the problem of burnout which is quite crucial and causes a decrease in work performance for employees. Burnout can occur in a work environment caused by high pressure while working. This is because the emergence of burnout often hampers the performance of employees, which will ultimately have an impact on organizational performance. The emergence of burnout can be caused by routine work with high pressure in daily life (Yeni & Niswati, 2012). Kara, S (2020) stated that feelings of burnout experienced by employees can occur at different stages of their lives and depend on working conditions. Excessive work environment pressure to achieve targets and increased pressure and employee stress can lead to a constant feeling of burnout in organizational conditions.

Several previous similar studies conducted by Yunus (2015) and Chiorri (2015) found that heavy workloads cause fatigue and work stress. Moreover, the results of research conducted by Ziaei (2015) also found a close relationship between work fatigue and workload. Hence, an increase in workload causes works to fatigue in employees. Employees with an excessive workload will find it challenging to do their work, leading to boredom. On the other hand, with a continuous workload, employees will have the opportunity to use existing skills, knowledge, and abilities and be effective in new situations or conditions. Research by Molero et al. (2018) also revealed that there is a significant relationship between workload and burnout. Workload also indirectly affects self-esteem mediated by self-confidence, and the effects of self-efficacy and self-esteem can withstand the negative effects of workload-induced fatigue. Subsequent research conducted by Saputro (2020) showed that work stress and workload can lead to burnout in employees. Research conducted by Jomud et al. (2021) reported that workload has a significant effect on burnout levels, and workload has an impact on work performance.

Burnout experienced by employees has an important relationship with hope. Hope theory reflects an individual's perception of their capacity or ability to conceptualize their goals (goals), develop specific strategies to achieve goals (pathway thinking), and initiate and maintain motivation to use the strategy (agency thinking). Snyder (2002) stated that individuals with high levels of hope will flexibly adjust their other strategies when efforts to achieve the desired goals have not been achieved or failed. Individuals

with a high level of hope will also be able to implement goals for themselves (agency) and find strategies to achieve the desired goals (pathway). According to Ocak and Arikan (2021), the theory of hope put forward by Snyder represents an individual's willingness to be oriented towards individual goals, including being able to plan strategies to achieve the desired goals practically. The expectation dimension positively and significantly affects work performance, job satisfaction, organizational commitment, profitability, and leadership. In addition, hope is able to cultivate and create employees' independent decision-making and develop their work methods.

The occurrence of burnout can be influenced by the level of hope held by employees. Employees with low hope cannot perceive the goals to be achieved, use goals as motivation, and cannot prepare alternative strategies to overcome problems at work. With low hope, employees cannot overcome problems at work related to the workload. That way, employees will experience obstacles in achieving their goals which can lead to fatigue, ending in boredom and difficulty concentrating when doing their work. Hope is a positive motivation based on a sense of success within the individual. It includes a goal-oriented will, namely ways and strategies for achieving the desired goals. A high level of expectations helps employees to be able to deal with psychological pressure well and be able to overcome obstacles at work more positively, and that can motivate them to develop professionally (Hu et al., 2022). Feldman et al. (2021) argued that people with high expectations will tend to be able to produce many plans to achieve goals and avoid potential obstacles in achieving their goals. In short, people who have belief, motivation, and a plan feel capable of achieving the desired results.

Seo et al. (2020) said that hope is the strongest factor for fatigue. It shows that people with goals and expectations can face problems and overcome these problems properly. Employees with high hope have better levels of job satisfaction, job happiness, and actual performance. Likewise, job burnout experienced by employees with higher levels of hope is significantly associated with lower levels of burnout. Therefore, having clear goals and being committed to achieving these goals can help prevent burnout in the employee. Conversely, employees with high hope will be able to conceptualize the goals they want to achieve, namely completing work well and using these goals to motivate themselves to do their work.

Employees will also have alternative strategies to be used when facing various problems arising in their work.

Employees who have low hope will easily experience burnout in themselves. Individuals with low expectations are more prone to burnout, and expectations also predict employee engagement. It is proposed in this study that burnout and its dimensions will show a negative relationship. Hope is a desire in an individual that is oriented towards the future, which includes thoughts directed at people's goals and objectives as well as individual beliefs about achieving the desired goals. With the presence of hope, motivation will emerge that can help individuals plan strategies and take action to achieve their goals. Therefore, expectations can act as an essential factor in the emergence of burnout (Vinueza-Solorzano et al., 2021). Individuals with high hopes will believe that they have more control over the work environment, can handle the demands of their work better, and feel more satisfied, which leads to a positive assessment of the possibility of success which can improve individual skills to overcome burnout. Hope also has a significant relationship with the burnout dimension, namely personal achievement and emotional exhaustion, where individuals will be able to overcome emotional exhaustion and increase their personal competence, such as reducing work stress and burnout (Lopez-Nunez et al., 2020).

Research conducted by Gustafsson et al. (2010) found that hope is an essential factor related to fatigue. Individuals who have low hope will easily cause fatigue. Individuals who have low hope will also be prone to fatigue because they tend to experience obstacles in achieving their goals, feeling frustrated and negative influences, all of which can increase the risk of burnout. Gustafsson et al. (2010) revealed that hope and burnout have a negative relationship and agency thinking as a dimension of hope significantly influences burnout. Research conducted by Vinueza-Solorzano et al. (2021) argued that hope can act as a factor in preventing burnout from occurring. Based on the relationship between burnout and its dimensions with hope, it can also be said that hope contributes to building new ways to solve situations or create strategies for dealing with problems and is motivated to take action as a way to inhibit the development of burnout syndrome.

The phenomenon in the field is that employees who experience burnout tend to have hope. Hope will affect the condition of employees where they cannot conceptualize the goals they want to achieve, use these goals as motivation, and prepare strategies when facing problems such as fatigue and burnout that lead to burnout. Meanwhile, employees with hope are motivated to complete their work well and have various alternative strategies for dealing with problems in their work. Problems such as fatigue, boredom, and other problems found in work will be able to be faced with alternative strategies that employees have in dealing with problems and also make the desired goals as motivation in doing work.

Ciarrochi et al. (2015) found that hope, when associated with welfare and success in achieving goals, have a very close relationship. This study also found that when individuals feel they have made progress in achieving goals, it will bring up a positive emotional state. Positive feelings that arise from within the individual after making work progress, the individual will feel that he can achieve that progress. In other words, self-efficacy is an essential factor for individuals in doing their work, especially their belief in their abilities, so that they can generate motivation in these individuals to do a good job. Mugiono et al. (2020) said that the occurrence of work stress could also be affected by a low level of self-efficacy. Individuals with a high level of self-efficacy are believed to be able to increase their confidence in doing work, analyze and solve problems appropriately, and reduce thoughts of fear of failure. Low self-efficacy in individuals will affect decreased work motivation, reduce the desire to achieve goals, interfere with cognitive abilities, and can indirectly affect physical health. Low self-efficacy can also cause a person to be less precise in making decisions and unable to do a good job because individuals do not have confidence in their abilities to do their job well.

The relationship between self-efficacy and burnout has been previously examined by Khan (2019), who found that burnout has a negative relationship with self-efficacy. His study also shows that self-efficacy moderates the relationship between job fatigue, job performance, and job satisfaction. Research conducted by Bayani and Bagheri (2020) indicated that self-efficacy is negatively related to emotional exhaustion, depersonalization, and decreased self-achievement. A similar study by Smetackova (2018) also revealed negative correlation between self-efficacy and burnout. Furthermore, this study also found

a strong correlation between emotional exhaustion and self-efficacy. Furthermore, research conducted by Amiri et al (2019) showed a negative correlation between burnout and self-efficacy, which means that individuals who have burnout will have self-efficacy. Research by Molero et al. (2018) also reported that there is a significant relationship between workload and burnout. Workload also indirectly affects self-esteem mediated by self-confidence, and the effects of self-efficacy and self-esteem can withstand the negative effects of workload-induced fatigue.

Burnout is not an easy problem for each individual, except for individuals with self-efficacy. Baron and Byrne added that self-efficacy is a person's evaluation of his abilities and competencies to be able to do work, achieve goals, and overcome obstacles (Imaniar & Sularso, 2016). Bandura (1997) stated that individuals with self-efficacy will be able to perform tasks well. Individuals who have self-efficacy will see a difficult job as a challenge. In previous research, Schaufeli and Salanova (2007) and Skaalvik and Skaalvik (2010) found that self-efficacy has a significant positive effect on burnout and considers emotional exhaustion and depersonalization as central to burnout.

Referring to Bandura (1997), self-efficacy is one of the personality characteristics that can affect burnout. Self-efficacy includes the self-confidence that individuals have to be able to describe how they can think, motivate themselves, and behave. The belief that individuals have will affect the effort they spend and be able to survive in creating a positive organizational climate. An individual can achieve the desired goals in his work because of self-efficacy. With self-efficacy, individuals will be motivated, have clear goals, have emotional stability, and are also able to provide good work performance.

In the problems found, employees experience boredom and fatigue in doing their jobs because they have workload, short working time, and the use of technology such as computers which causes employees to experience fatigue which results in decreased concentration resulting in inaccuracy and errors in work. This condition will be experienced by employees who do not have self-efficacy, namely when employees cannot do an excellent job because they do not have confidence in their ability to deal with problems at work. This is in line with what Bandura (1997) said, that individuals will be able to achieve their desired goals if they have self-efficacy, so they will be motivated to achieve their goals.

The explanation above shows that the problem of burnout in this study occurs due to work fatigue due to the workload received is not small. The increased workload received by employees will cause fatigue, so they can not complete their work. Thus, hope and self-efficacy are predicted to have a close relationship in this phenomenon. It is said that hope and self-efficacy are closely related because it is the hope that makes individuals motivated to achieve their goals. Not only motivation individuals can also conceptualize the goals they want to achieve, including how alternative strategies are needed to achieve these goals (Snyder, 2002). Therefore, with the hope that the individual owns, it will be able to bring the individual to be able to conceptualize his goals well, in this case, doing and providing the best work results, having clear goals to be achieved, being able to devise alternative strategies in dealing with the problems found, to maintain his motivation in achieving goals. Meanwhile, self-efficacy, as Bandura (1997) has said, states self-efficacy will foster confidence and self-confidence, motivation, and the ability to think to be able to perform tasks properly.

Based on the problems found by researchers in the field, this problem does not only occur in one organization but can occur in many organizations. Recognizing the importance of this problem, as an effort to pay attention to human resources, which have an important role in the sustainability of the organization, especially for employees in Ngudi Waluyo Hospital, Blitar Regency, thus researchers are interested in conducting further research on the effect of hope and self-efficacy on employee burnout Ngudi Waluyo Hospital, Blitar Regency.

Method

Research Design

This research was conducted using a quantitative approach because the data are in the form of numbers and analysis using statistics (Sugiyono, 2015). This study collected data through samples or subjects determined using a questionnaire and then processed by statistical techniques. In addition, the research method uses a quantitative correlation method which is a research that intends to determine whether or not there is a relationship between two or more variables (Arikunto, 2005).

Respondents

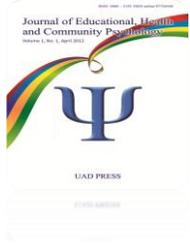
This research employed an accidental sampling technique, wherein employees and nurses were chosen because of their availability to participate in this research amidst busy work at the hospital. As a sample subject, there were 150 people of Ngudi Waluyo Hospital, Blitar Regency, consisting of 59 employees and 91 nurses. The data collection process in this study used a Google form which was distributed from the end of November 2021 to mid-December 2021. The informed consent was given on the first page before the respondent filled out the scale. The respondents involved in this study were 34 male (22.7%) and 116 female (77.3%). The age of respondents was at age range of 23 - 57 years with a total productive age of 23 - 40 years, as many as 113 people (75.3%) and older ages 41-57 years, as many as 37 people (24.7%). The last education taken by the respondents in this study was divided into three, senior high school equivalent 5 people (3.3%), 3-year diploma as much 47 people (31.3%), and bachelor graduate as much 98 people (65.3%). Respondents had various lengths of work, ranging from 1-5 years 47 people (31.3%), 6-10 years 62 people (41.3%), 11-15 years 17 people (11.3%), 16-20 years 12 people (8%), 21 years and over 12 people (8%).

Instrument

This study used three measurement scales, namely the SHS scale (State Hope Scale), the Self-Efficacy scale, and the Burnout scale.

Hope

The hope scale which was employed was the SHS (State Hope Scale) scale used by Gustia (2019), which included three dimensions of hope: goals, agency thinking, and pathway thinking. This scale consisted of 24 items divided into three aspects of hope, namely 7 items on the goal aspect, 7 items on the agency thinking aspect, and 10 items on pathway thinking. This scale used a Likert scale type. There were 12 favorable and 12 unfavorable questions. The favorable questions were given a score (of 4: Very Appropriate, 3: Appropriate, 2: Disagree, 1: Strongly Disagree), while the unfavorable statements were



given a score (4: Strongly Disagree, 3: Disagree, 2: Appropriate, 1: Very In accordance). This scale had an overall Cronbach's Alpha score of 0.900.

Examples of scale items for each aspect:

Goals:

Statement	VA	A	D	SD
I do work without having a fixed goal				

Agency:

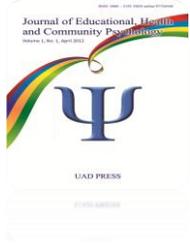
Statement	VA	A	D	SD
As soon as I encounter a problem or challenge in my work, I quickly find a possible solution.				

Pathway:

Statement	VA	A	D	SD
I believe I can achieve my goals and can maintain them				

Self-efficacy

The self-efficacy instrument used the Bandura self-efficacy scale, which was modified by a previous researcher, Pangestu (2017), by measuring aspects of self-efficacy: magnitude, strength, and generality.



The scale consisted of 36 items which are divided into three aspects of self-efficacy, namely the magnitude aspect of as many as 14 items, the strongest aspect of as many as 12 items, and the generality aspect of as many as 10 items. This scale used a Likert scale type. There were 16 unfavorable questions and 20 favorable questions. The favorable statements were scored (4: Strongly Agree, 3: Agree, 2: Disagree, 1: Strongly Disagree), while the unfavorable statements were given a score (4: Strongly Disagree, 3: Disagree, 2: Agree, 1: Strongly Agree). This scale had an overall Cronbach's Alpha value of 0.943.

Examples of scale items for each aspect:

Magnitude:

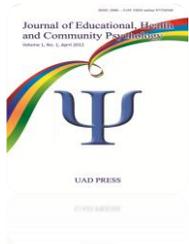
Statement	SA	A	D	SD
With the abilities I have, I am confident that I can complete the work assigned to me				

Strength:

Statement	SA	A	D	SD
Even though I do a lot of work I'm sure I can finish it all at once				

Generality:

Statement	SA	A	D	SD
I believe in getting good results in every field of work that I do				



Burnout

This burnout instrument used was a scale compiled by a previous researcher, Sasmita (2016), measuring three aspects of burnout: fatigue, cynicism, and inefficiency. This scale contained a total of 29 items which are divided into burnout aspects, namely 10 items on the exhaustion dimension, 9 items on the depersonalization/cynicism dimension, and 10 items on low self-achievement/inefficiency. This scale used a Likert scale type. All items in this scale were favorable. Ratings on this scale were (SE) Always = 6, (SS) Very often = 5, (S) Often = 4, (J) Rarely = 3, (SJ) Very rarely = 2, (TP) Never = 1. This scale has an overall Cronbach's Alpha score of 0.972.

Examples of scale items for each aspect:

Exhaustion:

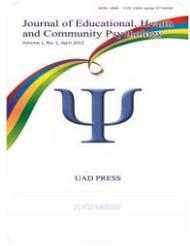
Statement	SE	SS	S	J	SJ	TP
I feel my work is too heavy						

Cynicism:

Statement	SE	SS	S	J	SJ	TP
I am reluctant to communicate with my co-workers						

Inefficiency:

Statement	SE	SS	S	J	SJ	TP
I feel like I cannot do my best for a particular task						



Procedure

In conducting this research, there were following research procedures:

Preparation

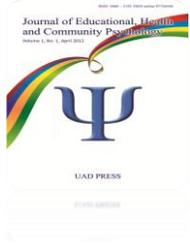
In the preparation process, the researcher deepened the material by conducting a theoretical study related to the material to be studied. This process was carried out so that when preparing the measuring instrument, it could follow the variables to be studied.

Implementation

In the implementation process, the researcher collected data by providing a scale on the subject to be studied using a google form, namely to 150 employees consisting of 59 employees and 91 nurses at Ngudi Waluyo Hospital, Blitar Regency. Then, the data was analyzed to determine the relationship between more than one independent variable and the dependent variable, in this case, the effect of hope and self-efficacy on burnout employees. After completing the data analysis, the researcher gave the results that had been obtained.

Data Analysis

In this study, data analysis used the SPSS 21 program with multiple linear regression analysis methods. This method was applied to determine the relationship between more than one independent variable and the dependent variable, namely the effect of hope and self-efficacy on burnout. Prerequisite tests have been done before, using simple regression analysis.



Results

Table 1

Kolmogorov-Smirnov Normality Test

Sig.	Information
0.115	Normal

The Kolmogorov-Smirnov normality test which was carried out on the variables of hope, self-efficacy, and burnout got a significance value of 0.115. Therefore, with a significance value of $0.115 > 0.05$, it can be concluded that the residual value is normally distributed.

Table 2

Linearity Test

Variable	Deviation from Linearity
Hope	0.145
Self-efficacy	0.155

A test was used to determine whether the research data distribution is linear. The linearity test was conducted on the independent variables (hope and self-efficacy) and the dependent variable (burnout). Based on the linearity test that has been done by looking at the significance value of Deviation from Linearity, the value was 0.145 for hope with burnout and 0.155 for self-efficacy with burnout. Therefore, with these two values whose significance level is greater than 0.05, it could be concluded that hope and self-efficacy with burnout were linear.

Table 3.

Multiple Linear Regression Test Hope, Self-Efficacy, and Burnout

Burnout								
Predictor	Unstandardized Coefficient		Standardized Coefficient		R	r ²	F	(p) Sig
	B	SE	β	(p) Sig				
Hope	-0.979	0.347	-0.406	0.005	0.413	0.171	15.151	0.000
Self-efficacy	-0.015	0.233	-0.009	0.950				

Based on the results of multiple linear regression, partially hope gets a value of $B = -0.979$ with $p = 0.005$ ($p < 0.01$). This means that hope has a significant negative effect on burnout. Thus the first hypothesis that there is an effect of hope on burnout is accepted.

Based on the multiple linear regression results, self-efficacy partially got a value of $B = -0.015$ with $p = 0.950$ ($p > 0.01$). This means that self-efficacy does not affect burnout. Thus, the second hypothesis that there is an effect of self-efficacy on burnout is rejected.

Based on the results of multiple linear regression tests, simultaneously the hope and self-efficacy on burnout get a value of $F = 15,151$ with $p = 0.000$ ($p < 0.01$). This means that the variables of hope and self-efficacy simultaneously affect burnout. Furthermore, the effect of hope and self-efficacy together contributes to burnout by 17.1%. Therefore, 82.9% is the influence of other variables outside the variables studied. Thus, the third hypothesis that there is an effect of hope and self-efficacy on burnout is accepted.

Discussion

The results show that hope has a very significant negative effect on burnout, but self-efficacy has no effect on burnout, and hope and self-efficacy simultaneously affect burnout. In addition, in this study, it was found that hope had a greater influence on burnout than self-efficacy on burnout.

The existence of a greater influence by hope on burnout compared to self-efficacy on burnout can be caused by employees and nurses having a lot of job demands and the demands of the job can also trigger various problems such as stress at work. This stress can result in an imbalance between the person's physical and psychological condition, which will also relate to the work environment. In this case, stress can also affect individual emotional instability. Individuals will feel stressed if they do work beyond their capabilities. For example, a person can do easy or simple work but has to deal with a job at a difficult level so the individual can feel stressed. The stress experienced by a person will result in him being unmotivated, decreased productivity, and being uncomfortable at work, and will have an impact on the process of achieving the desired goals.

Based on the data that has been obtained from the study, slightly more employees have low levels of self-efficacy than self-efficacy, and nurses with low and high levels of self-efficacy tend to have the same number. However, referring to the level of hope, employees and nurses showed their hope was higher. This may be because some of the employees and nurses are faced with difficult work demands, while they tend to be able to do easy or simple jobs. That way, employees or nurses who feel they cannot do their jobs well will create feelings of stress and fatigue, affecting their performance. Other problems that arise from self-efficacy include employees or nurses who will easily despair when facing problems related to their work. Therefore, it hinders their work from making inappropriate decisions.

Meanwhile, employees and nurses who have self-efficacy will assume that their work can be done easily. In other words, employees and nurses feel their work is not difficult and have the ability to do the job. In addition, employees and nurses have the resilience to deal with problems that arise to continue to pursue the desired target and the motivation caused by the success obtained from the previous task or job.

The more significant effect is shown by the hope of burnout. Employees and nurses can have hope which has a more negative effect on burnout because many employees and nurses can set clear and realistic work goals and then can do it with their abilities. In addition, employees and nurses can create alternative paths or strategies if, in the process of achieving their goals, there are problems. In this study, employees and nurses can develop their abilities, create various problem-solving strategies if they find obstacles in achieving their goals, and can achieve the goals that have been conceptualized by themselves or from their job responsibilities. With hopes owned by employees, it creates a balance between the demands of the job and their hopes. High levels of self-efficacy and high levels of hope for employees and nurses resulted in decreased or low levels of burnout for employees and nurses. Dimension agency thinking means that employees and nurses have the motivation to do the work from the goals they want to achieve, increasing confidence in the abilities of employees and nurses. However, in this study, the effect of hope dominates over the effect of self-efficacy variable burnout. This may be because high motivation in doing their work and clear goals owned by employees and nurses can increase their self-efficacy, although it is not too significantly.

There is a significant negative effect of hope on burnout, which is in line with previous research. A research conducted by Gustafsson et al. (2013) revealed that the significant negative effect of hope on burnout is in its dimensions namely exhaustion, cynicism, and inefficacy. Although hope correlates with burnout dimension, burnout that has the strongest correlation with hope is inefficacy/reduced personal accomplishment. This study also found that the relationship between hope and emotional/physical exhaustion was fully mediated by stress. Decreased self-achievement, stress, and positive influences, in part, mediate the relationship with hope. In contrast, negative influences did not mediate the relationship between hope dimensions and burnout.

In connection with the tendency of hope which has a relationship with high and low burnout in individuals doing work, Gustafsson, et al. (2013) in their research stated that hope can prevent negative psychological states in individuals. It is because hope can grow and maintain individual psychological well-being, foster positive effect on individuals, and develop coping skills. Yavas et al. (2012) argued that hope

is needed to improve individuals' work performance. Hope is a high goal, ranging from awards obtained at work to career advancement. Individuals can achieve these goals with several plans that are prepared to achieve them and have the perception that they are capable of achieving them. That way, individuals will have the motivation and confidence in being able to achieve their goals. If the problems or failures of the individual experience in achieving his goals, he/she will look for other alternative plans to achieve the goals. Hope can motivate or encourage individuals to achieve their goals so as to reduce burnout. Having hope will have an impact on improving work performance and all aspects of the scope of work.

Research conducted by Aulia (2018), which examined the relationship between hope and burnout, shows that hope is one of the variables that is closely related to the level of burnout in individuals, even though burnout experienced by these individuals tends to be weak. However, the results obtained tend to show that individuals with hope will have burnout and vice versa. The results of this study prove that hope has a significant correlation with burnout, as previously found by previous researchers, that hope has a negative and significant correlation with the three dimensions of burnout: exhaustion, cynicism, and inefficacy. Similar research related to hope and burnout was conducted. With conditions that can cause stress, individuals must cope. The dimension of pathway thinking in hope is one of coping because pathway thinking can make individuals have many alternative strategies in dealing with problems at work that can cause burnout. In hope, there are two essential things: the belief that individuals can achieve challenging but realistic goals, and the belief to be able to make alternative strategies when experiencing obstacles in achieving goals (Khoirunnisa, 2019).

With hope possessed by individuals, individuals can recognize well what aspects are in their work and solve problems that will be faced in the process of achieving the desired goals. Like an employee who carries out his work responsibilities, he has the motivation, and when experiencing problems such as feeling tired and bored, employees always have a way to get rid of that boredom because if it happens continuously, it will cause stress which can be a symptom of burnout.

The results showed that self-efficacy did not affect burnout, whereas this study's results differed from previous studies. This can happen because although the individual has high confidence and motivation,

the individual does not have sufficient ability to do the job, causing exhaustion, which is one of the dimensions of burnout. Previous research conducted by Asyifa and Oktariani (2021), which examined self-efficacy on burnout in employees, found a significant negative relationship between self-efficacy and burnout. That way, the higher the self-efficacy, the lower the burnout, on the other hand, the higher the burnout, the lower the self-efficacy. Self-efficacy possessed by individuals is one of the factors that can make the work environment conducive, can do the work for which it is responsible as an expected goal, and has a way to be able to solve the problems it faces so that burnout. Therefore, the possibility of burnout in individuals with self-efficacy tends to be low compared to individuals with self-efficacy and also depends on the individual's ability to overcome difficult situations. Therefore, burnout can occur depending on the individual's ability to overcome difficult conditions, where the ability possessed can overcome the emergence of burnout which generally occurs in individuals with self-efficacy compared to individuals with self-efficacy (Partyani et al., 2019).

The results are the same as the research conducted by Hakim (2016) that burnout and self-efficacy in the individual can determine the productivity of individual performance. Many previous studies also suggest that the higher the individual's self-efficacy, the higher his work productivity. Work productivity is an aspect that is closely related to the success or failure of an organization or company. Burnout experienced by individuals will affect the decline in productivity in the workplace. With the high level of burnout experienced, it leads to the lower work productivity. Self-efficacy possessed by individuals will increase their work productivity. In addition, it can be said that individuals can carry out their work duties and responsibilities well, such as providing optimal service and being able to create a good work environment for themselves and others around them.

Based on the results of this study, where hope has a significant negative relationship with burnout, it can be said that hope possessed by employees will improve their work performance. It is the practical implication for every company to develop employees' hope's play a crucial role in overcoming problems that cause individuals to feel stressed or depressed, which can turn into burnout. Hope is needed by employees because it can affect solving problems related to their work. Employees with hope will be

able to manage boredom in their work to solve problems. Conversely, individuals who have hope will tend to avoid the problems they face. In this case, employees can realize their abilities to help them carrying out their job responsibilities well.

The theoretical implication of this study is seen by looking at the only simultaneous hope and self-efficacy effect on burnout. The two variables, hope, and self-efficacy, influence the burnout variable of 17.1%, while the other 82.9% are influenced by other variables outside the variables studied in this study. Nevertheless, interestingly, self-efficacy did not affect burnout partially; besides, hope still has a significant effect on burnout in people who work at the hospital. It was a new finding for industrial and organizational psychology theory.

Several variables based on previous research can affect the emergence of burnout, such as workload, gender, employment status, family support, and leadership (Fahruroddin, 2020; Ramdan and Fadly, 2016).

References

- Amiri, M., &Vahedi, H., Mirhoseini, S. R., Eghtesadi, A. R., & Khosravi, A. (2019). Study of the relationship between self-efficacy, general health, and burnout among Iranian health workers. *Osong public health and research perspectives*, 10(6), 359. <https://doi.org/10.24171%2Fj.phrp.2019.10.6.06>
- Anis, A. N. K. (2019). Pengaruh psychological capital terhadap engagement perawat di ruang rawat inap RSUD Kota Bekasi. *Jurnal Al-fatih Global Mulia*, 1(1), 49-58. <https://jurnalglobalmulia.or.id/index.php/alfatih/article/view/4/4>
- Arikunto, S. (2005). *Manajemen Penelitian*. Jakarta: RinekaCipta
- Astuti, N., & Palupiningdyah, P. (2018). The effect of work overload on job performance with emotional exhaustion as mediating variable (Study at the employee of production department PT. Royal Korindah Purbalingga). *Management Analysis Journal*, 7(2), 223-230. <https://doi.org/10.15294/maj.v7i2.23838>
- Asyifa, K., & Oktariani, O. (2021). Hubungan self efficacy karyawan dengan burnout pada karyawan di PT. Indah Logistik Cargo Medan. *Jurnal Mahasiswa Fakultas Psikologi*, 2(1), 101-110. <http://e-journal.potensi-utama.ac.id/ojs/index.php/FPsi/article/view/1225/1685>
- Aulia, I. (2018). *Hubungan Antara Hope dengan Burnout pada Perawat Di Kota Makassar*. Skripsi. Universitas Hasanuddin.

http://digilib.unhas.ac.id/uploaded_files/temporary/DigitalCollection/NTZjYTIwMWE5NjMwZDUwOTUxZDVjZGYxNzk3MDE2OTBjYTQ4M2U5Mw==.pdf

- Bandura, A. (1977). Self-efficacy: Toward a unifying theory of behavioral change. *Psychological Review*, 84(2), 191. <https://psycnet.apa.org/doi/10.1037/0033-295X.84.2.191>
- Bandura, A. (1989). Human agency in social cognitive theory. *American psychologist*, 44(9), 1175. <https://psycnet.apa.org/doi/10.1037/0003-066X.44.9.1175>
- Bandura, A. (1995). *Self efficacy in changing societies*. USA: Cambridge University Press.
- Bandura, A. (1997). *Self efficacy the exercise of control*. New York: W.H. Freeman & Company
- Bayani, A. A., & Baghery, H. (2020). Exploring the influence of self-efficacy, school context and self-esteem on job burnout of Iranian Muslim teachers: a path model approach. *Journal of religion and health*, 59(1), 154-162. <https://doi.org/10.1007/s10943-018-0703-2>
- Cherif, F. (2020). The role of human resource management practices and employee job satisfaction in predicting organizational commitment in Saudi Arabian banking sector. *International Journal of Sociology and Social Policy*, 40(7/8), 529-541. <https://doi.org/10.1108/IJSSP-10-2019-0216>
- Chiorri, C., Garbarino, S., Bracco, F., & Magnavita, N. (2015). Personality traits moderate the effect of workload sources on perceived workload in flying column police officers. *Frontiers in psychology*, 6(1835). <https://doi.org/10.3389/fpsyg.2015.01835>
- Ciarrochi, J., Parker, P., Kashdan, T. B., Heaven, P. C., & Barkus, E. (2015). Hope and emotional well-being: A six-year study to distinguish antecedents, correlates, and consequences. *The Journal of Positive Psychology*, 10(6), 520-532. <https://doi.org/10.1080/17439760.2015.1015154>
- Cordes, C. L., & Dougherty, T. W. (1993). A review and an integration of research on job burnout. *Academy of management review*, 18(4), 621-656. https://www.researchgate.net/profile/Thomas-Dougherty-3/publication/254935115_A_Review_and_an_Integration_of_Research_on_Job_Burnout/links/568c2b5208ae153299b64533/A-Review-and-an-Integration-of-Research-on-Job-Burnout.pdf
- Diana, A. M., & Frianto, A. (2020). Hubungan antara job demand terhadap kinerja karyawan melalui burnout. *BIMA: Journal of Business and Innovation Management*, 3(1), 17-33. <https://doi.org/10.33752/bima.v3i1.303>
- Fahruroddin (2020). Hubungan beban kerja dan efikasi diri dengan burnout pada anggota satuan brigade mobile kepolisian daerah Sumatera Utara. *Psychophedia Jurnal Psikologi Universitas Buana Perjuangan Karawang*, 4(2), 20-30. <https://doi.org/10.36805/psikologi.v4i2.835>
- Feldman, D. B., O'Rourke, M. A., Bakitas, M. A., Krouse, R. S., Deininger, H. E., Hudson, M. F., & Corn, B. W. (2021). Hope, Burnout, and Life Satisfaction: An Intriguing Trinity Among Investigators of the SWOG Cancer Research Network. *JCO Oncology Practice*, 17(7), e908-e916. <http://ascopubs.org/doi/full/10.1200/OP.20.00990>

- Freudenberger, H. J. (1974). Staff burn-out. *Journal of Social Issues*, 50(1), 159-165. <https://doi.org/10.1111/j.1540-4560.1974.tb00706.x>
- Goga, A. J., Tërstena, A., & Jashari, B. (2020). Improving the efficiency of human resources with the use of new technologies and reorganization process. *International Journal of Research in Business and Social Science*, 9(1), 31–38. <https://doi.org/10.20525/ijrbs.v9i1.606>
- Gustafsson, H., Hassmén, P., & Podlog, L. (2010). Exploring the relationship between hope and burnout in competitive sport. *Journal of Sports Sciences*, 28(14), 1495-1504. <https://psycnet.apa.org/doi/10.1080/02640414.2010.521943>
- Gustafsson, H., Skoog, T., Podlog, L., Lundqvist, C., & Wagnsson, S. (2013). Hope and athlete burnout: Stress and affect as mediators. *Psychology of Sport and Exercise*, 14(5), 640-649. <https://doi.org/10.1016/j.psychsport.2013.03.008>
- Gustia, M. (2019). *Kontribusi Hope Pada Pekerjaan terhadap Grit pada Polisi di Satbrimob Sumatera Barat*. Skripsi. Universitas Negeri Padang. http://repository.unp.ac.id/26330/1/08_MALA_GUSTIA_14011097_3797.pdf
- Hakim, L. (2016). Produktifitas kerja ditinjau dari burnout dan self efficacy. *Psikoislamika: Jurnal Psikologi dan Psikologi Islam*, 13(2), 23-28. <https://doi.org/10.18860/psi.v13i2.6437>
- Hayati, I., & Fitria, S. (2018). Pengaruh burnout terhadap kinerja karyawan pada BMT El-Munawar Medan. *Intiqad: Jurnal Agama dan Pendidikan Islam*, 10(1), 50-65. <http://dx.doi.org/10.30596%2Fintiqad.v10i1.1924>
- Hu, H., Wang, C., Lan, Y., & Wu, X. (2022). Nurses' turnover intention, hope and career identity: the mediating role of job satisfaction. *BMC nursing*, 21(1), 1-11. <https://doi.org/10.1186/s12912-022-00821-5>
- Imaniar, R. R. L., & Sularso, R. A. (2016). Pengaruh burnout terhadap kecerdasan emosional, self-efficacy, dan kinerja dokter muda di rumah sakit dr. soebandi. *Jurnal Maksipreneur: Manajemen, Koperasi, dan Entrepreneurship*, 5(2), 46-56. <http://dx.doi.org/10.30588/jmp.v5i2.163>
- Jomuad, P. D., Antiquina, L. M. M., Cericos, E. U., Bacus, J. A., Vallejo, J. H., Dionio, B. B., & Clarin, A. S. (2021). Teachers' workload in relation to burnout and work performance. *International journal of educational policy research and review*, 8(2), 48-53. <https://doi.org/10.15739/IJEPRR.21.007>
- Kara, S. (2020). Investigation of Job Satisfaction and Burnout of Visual Arts Teachers. *International Journal of Research in Education and Science*, 6(1), 160-171. <https://doi.org/10.46328/ijres.v6i1.817>
- Khan, F. A. D. H., & Faiza, A. (2019). Job burnout in front-line employees: Moderating role of hope and self-efficacy. *The Journal of Educational Paradigms*, 1(01), 18-23. <https://doi.org/10.47609/0101032019>
- Leiter, M. P., & Maslach, C. (1988). The impact of interpersonal environment on burnout and organizational commitment. *Journal of organizational behavior*, 9(4), 297-308. <https://doi.org/10.1002/job.4030090402>

- Leiter, M. P., & Maslach, C. (2003). Areas of worklife: A structured approach to organizational predictors of job burnout. In *Emotional and physiological processes and positive intervention strategies*, 3, 91-134. [https://doi.org/10.1016/S1479-3555\(03\)03003-8](https://doi.org/10.1016/S1479-3555(03)03003-8)
- López-Núñez, M. I., Rubio-Valdehita, S., Diaz-Ramiro, E. M., & Aparicio-García, M. E. (2020). Psychological capital, workload, and burnout: what's new? the impact of personal accomplishment to promote sustainable working conditions. *Sustainability*, 12(19), 1-13. <https://doi.org/10.3390/su12198124>
- Maryani, Y., Entang, M., & Tukiran, M. (2021). The relationship between work motivation, work discipline and employee performance at the Regional Secretariat of Bogor City. *International Journal of Social and Management Studies*, 2(2), 1-16. <https://doi.org/10.5555/ijosmas.v2i2.14>
- Maslach, C., & Leiter, M. P. (2016). *Burnout in stress: Concepts, cognition, emotion, and behavior* (pp. 351-357). Academic Press. <https://doi.org/10.1016/B978-0-12-800951-2.00044-3>
- Maslach, C., Schaufeli, W. B., & Leiter, M. P. (2001). Job burnout. *Annual review of psychology*, 52(1), 397-422. <https://doi.org/10.1146/annurev.psych.52.1.397>
- Molero, M. D. M., Pérez-Fuentes, M. D. C., & Gázquez, J. J. (2018). Analysis of the mediating role of self-efficacy and self-esteem on the effect of workload on burnout's influence on nurses' plans to work longer. *Frontiers in psychology*, 9, 2605. <https://doi.org/10.3389/fpsyg.2018.02605>
- Mugiono, M., Purwoko, B. H., Soelton, M., & Yuvitasari, R. (2020). Recognizing How the Job Involvement, Burnout, and Self-Efficacy Work Influences the Work Stress at International Hospitals. *Advances in Economics, Business and Management Research*, 120, 264-270. <https://dx.doi.org/10.2991/aebmr.k.200205.046>
- Ocak, M., & Arıkan, Ö. U. (2021). Psychological Capital and Burnout Relationship of Employees in Turkey: A Meta-Analysis within the Scope of Sub-Dimensions. *OPUS International Journal of Society Researches*, 18, 1085-1119. <https://doi.org/10.26466/opus.905267>
- Pangestu, T. T. (2017). *Hubungan Antara Efikasi Diri Dengan Burnout Pada Perawat*. Skripsi. Universitas Muhammadiyah Surakarta. <http://eprints.ums.ac.id/57351/14/Naskah%20Publikasi.pdf>
- Partyani, K. T. M. (2019). Hubungan efikasi diri, persepsi beban kerja dan dukungan organisasi dengan burnout pada perawat di rumah sakit khusus bedah BIMC Kuta. *Jurnal Penelitian dan Kajian Ilmiah Kesehatan Politeknik Medica Farma Husada Mataram*, 5(2), 153-159. <https://jurnal.poltekmfh.ac.id/index.php/JPKIK/article/view/12>
- Pines, A., & Kafry, D. (1978). Occupational tedium in the social services. *Social work*, 23(6), 499-507. <https://doi.org/10.1093/sw/23.6.499>
- Ramdan, I. M., & Fadly, O. N. (2016). Analisis faktor yang berhubungan dengan burnout pada perawat kesehatan jiwa. *Jurnal Keperawatan Padjadjaran*, 4(2), 170-178. <https://doi.org/10.24198/jkp.v4i2.240>
- Saputro, R., Aima, M. H., & Elmi, F. (2020). Effect of work stress and work load on burnout and its implementation in turnover intention erha clinic branch office (Bogor, Depok and Mangga

- Besar). *Dinasti International Journal of Management Science*, 1(3), 362-379.
<https://doi.org/10.31933/dijms.v1i3.137>
- Sasmita, V. Y. W. (2016). *Perbedaan burnout pada karyawan di organisasi profit dan organisasi non-profit*. Skripsi. Fakultas Psikologi Universitas Sanata Dharma Yogyakarta.
<https://core.ac.uk/download/pdf/80760457.pdf>
- Schaufeli, W. B., & Buunk, B. P. (1996). Professional burnout. *Handbook of work and health psychology*, 1, 383-425. <https://www.wilmarschaufeli.nl/publications/Schaufeli/074.pdf>
- Schaufeli, W. B., & Salanova, M. (2007). Efficacy or inefficacy, that's the question: Burnout and work engagement, and their relationships with efficacy beliefs. *Anxiety, stress, and coping*, 20(2), 177-196. <https://doi.org/10.1080/10615800701217878>
- Seo, Y. E., Kim, H. C., Yoo, S. Y., Lee, K. U., Lee, H. W., & Lee, S. H. (2020). Factors associated with burnout among healthcare workers during an outbreak of MERS. *Psychiatry Investigation*, 17(7), 674. <https://doi.org/10.30773%2Fpi.2020.0056>
- Setiawan, E. Y. (2015). Pengaruh gaya kepemimpinan transformasional dan transaksional terhadap kinerja karyawan PT. Iss Indonesia di Rumah Sakit National Surabaya. *E-Jurnal Ilmu Manajemen Magistra*. 1(1), 31-41. <https://jurnal.narotama.ac.id/index.php/magistra/article/view/23>
- Singh, P., Bala, H., Dey, B. L., & Filieri, R. (2022). Enforced remote working: The impact of digital platform-induced stress and remote working experience on technology exhaustion and subjective wellbeing. *Journal of Business Research*, 151, 269-286.
<https://doi.org/10.1016/j.jbusres.2022.07.002>
- Skaalvik, E. M., & Skaalvik, S. (2010). Teacher self-efficacy and teacher burnout: A study of relations. *Teaching and teacher education*, 26(4), 1059-1069.
<https://doi.org/10.1016/j.tate.2009.11.001>
- Snyder, C. R. (2002). Hope theory: Rainbows in the mind. *Psychological inquiry*, 13(4), 249-275.
https://doi.org/10.1207/S15327965PLI1304_01
- Snyder, C. R., Ilardi, S. S., Cheavens, J., Michael, S. T., Yamhure, L., & Sympson, S. (2000). The role of hope in cognitive-behavior therapies. *Cognitive therapy and Research*, 24(6), 747-762.
<https://doi.org/10.1023/A:1005547730153>
- Snyder, C. R., Lopez, S. J., Shorey, H. S., Rand, K. L., & Feldman, D. B. (2003). Hope theory, measurements, and applications to school psychology. *School psychology quarterly*, 18(2), 122.
<https://psycnet.apa.org/doi/10.1521/scpq.18.2.122.21854>
- Snyder, C. R., Rand, K. L., & Sigmon, D. R. (2002). Hope theory: A member of the positive psychology family. In C. R. Snyder & S. J. Lopez (Eds.), *Handbook of positive psychology* (pp. 257-276). Oxford University Press.
http://www.ldysinger.com/@books1/Snyder_Hndbk_Positive_Psych/Snyder_Lopez_Handbook_of_Positive_Psychology.pdf#page=276

- Snyder, C. R., Sympson, S. C., Ybasco, F. C., Borders, T. F., Babyak, M. A., & Higgins, R. L. (1996). Development and validation of the State Hope Scale. *Journal of personality and social psychology*, 70(2), 321. <https://psycnet.apa.org/doi/10.1037/0022-3514.70.2.321>
- Sugiyono. (2015). *Metode Penelitian Kuantitatif, Kualitatif dan R&D*. Bandung: Alfabeta
- Taylor, J. D., Cheavens, J., & Michael, S. T. (2000). Hope theory as applied to brief treatments: Problem-solving and solution-focused therapies. In Snyder (2000). *Handbook of hope: Theory, Mearuses, & Applications* (pp. 151-166). Academic Press. <https://doi.org/10.1016/B978-012654050-5/50010-5>
- Vinueza-Solórzano, A. M., Portalanza-Chavarría, C. A., de Freitas, C. P., Schaufeli, W. B., De Witte, H., Hutz, C. S., & Souza Vazquez, A. C. (2021). The Ecuadorian Version of the Burnout Assessment Tool (BAT): Adaptation and Validation. *International Journal of Environmental Research and Public Health*, 18(13), 1-15. <https://doi.org/10.3390/ijerph18137121>
- Wibowo, E & Susilowati, W. (2010) Pengaruh kepemimpinan, organizational citizenship behaviour dan komitmen organisational terhadap kepuasa kerja pegawai. *Jurnal Ekonomi Dan Kewirausahaan*, 10(1), 66-73. <https://ejournal.unisri.ac.id/index.php/Ekonomi/article/view/375>
- Wood, R. E., & Locke, E. A. (1987). The relation of self-efficacy and grade goals to academic performance. *Educational and psychological measurement.*, 47(4), 1013-1024. <https://doi.org/10.1177/0013164487474017>
- Yavas, U., Babakus, E., & Karatepe, O. M. (2013). Does hope moderate the impact of job burnout on frontline bank employees' in-role and extra-role performances?. *International Journal of Bank Marketing*, 31(1), 56-70. <https://doi.org/10.1108/02652321311292056>
- Yeni & Niswati, I., (2012). Pengaruh burnout terhadap motivasi berprestasi dalam bekerja pada sales. *Psibernetika*, 5(2), 33-45. <https://journal.ubm.ac.id/index.php/psibernetika/article/view/532/496>
- Yunus, J. B. M., & Mahajar, A. J. B. (2015). Work overload, role ambiguity and role boundary and its effect on burnout among nurses of public hospitals in Malaysia. *International Journal of Research*, 2(10), 18-25. <https://www.ijrhss.org/pdf/v2-i10/3.pdf>
- Ziaei, M., Yarmohammadi, H., Moradi, M., & Khandan, M. (2015). Level of workload and its relationship with job burnout among administrative staff. *International journal of occupational hygiene*, 7(2), 53-60. <https://ijoh.tums.ac.ir/index.php/ijoh/article/view/130>