

# The Importance of Job Satisfaction in Mediating Employee Retention at Dewi Sri Hospital

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## Article information

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### Article history:

Received; October 01st, 2019

Revised: December 10th, 2019

Accepted: January 20th, 2020

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International Journal of Nursing and  
Health Services (IJNHS)  
Volume 4, Issue 6, December 20<sup>th</sup>, 2021  
<http://doi.org/10.35654/ijnhs.v4i6.499>  
E-ISSN: 2654-6310



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## Abstract

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**Introduction:** Employee retention is an effort to maintain to stay in the organization to achieve the goals. Employee retention is good if a company can retain its potential employees to remain loyal for a more extended period. Several factors affect employee retention, including workload, job satisfaction, and burnout. **Objective:** The study aimed to analyze the effect of workload on employee retention with burnout and job satisfaction as intervening factors at Dewi Sri Hospital. **Method:** A quantitative analysis with a cross-sectional design approach was applied in this study. A total of 224 samples were selected based on the inclusion criteria. **Results:** The results found that Workload, Burnout, and Job Satisfaction were significantly affected staff performance. **Conclusion:** Employee retention among staff by managing the workloads to prevent fatigue and burnout and increase job satisfaction. **Recommendation:** Further study needs to conduct a similar study with expanding the method and different settings to ensure the feasibility of the study

**Keyword:** nursing manager competence, professional value, professional nurse.

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## INTRODUCTION

Human Resources (HR) is the most crucial asset in a company. Without humans, its resources will not generate profits or add value by themselves. Companies must prioritize finding, hiring, motivating, training, and developing employees that the company and maintaining quality employees. In practice, many factors affect human resources, including workload, burnout, job satisfaction, and employee retention. So that if all of these factors are met, it is expected that each human resource can achieve satisfaction in working and remain in the company so that they can accomplish company goals effectively and efficiently (1,2)

One of the factors for the hospital's success is very much determined by the management of human resource management (Citation). This makes management aware of the investment value of employees as an essential asset of the hospital. The importance of employee retention in the company is to retain employees who are considered qualified that the company has as long as possible because quality employees are invaluable intangible assets for the company. According to .....? to what???, retention is an effort to maintain to remain in the organization to achieve the goals. The same thing was expressed Employee retention is the company's ability to retain its potential employees to remain loyal to the company (2,3)

Based on the results of the preliminary survey conducted at Dewi Sri Hospital, it was found that the turnover value of staff at Dewi Sri Hospital was relatively high. The score was 13.57 percent per year where the tolerance value for the turnover intention was 10 percent, so it can be estimated that there is still a lack of retention. Employees and employee satisfaction. Job satisfaction of staff at Dewi Sri Hospital. The observation results explained that 43.75 percent of the team were unsatisfied with working in the hospital. Besides that, the workload at Dewi Sri Hospital too relatively high, where a high workload will affect employee retention.

Staff will tend to reduce performance at work if the workload given exceeds the load capacity that each team can accept.

The overlapping duties that still occur at Dewi Sri Hospital are problems that affect staff performance. In addition to overlapping tasks, the use of hospital electronic medical records, which has been in effect since 2017 and has not yet been completed, has caused administrative records to be partly carried out manually.

The relatively high workload may also be a factor in the high turnover at Dewi Sri Hospital. This phenomenon occurs in less than a year. This attracts researchers to explore further the relationship between this phenomenon and other factors that affect the desire of employees to stay and achieve success in the company.

## OBJECTIVE

The study examined the relationship between workload, burnout, and job satisfaction with staff performance.

## METHOD

### Design

A quantitative study with the cross-sectional design approach was applied in this. This design explains the relationship between workload, burnout, and job satisfaction with staff performance.

### Sample and sampling technique

The sample in this study was all hospital staff, with the sampling technique used was the random sampling technique. It was based on the sample size calculation in the staff population in 2020 (n=510). After calculating the Slovin formula, the number of samples included in this study was 224. The 95% confidence level and a 5% absolute error for one sample test were proportioned. We recruited the total population from hospital staff, which was more significant than the total number of the estimated subjects as our target sample to examine the path analysis.

. Inclusion criteria are general characteristics of research subjects from a

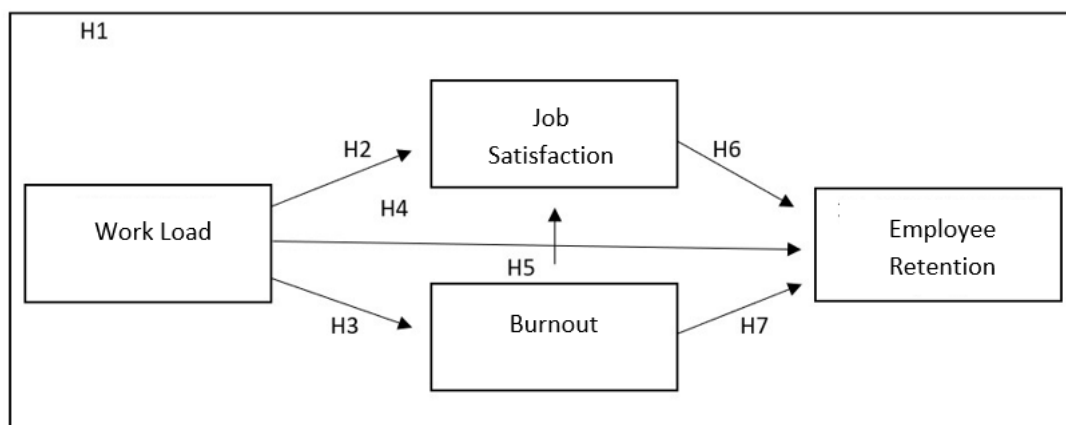
target population that is affordable and studied. The inclusion criteria in this study were: 1. Permanent Employees of the Hospital; The research subjects are active employees of the hospital; Willing to fill out the questionnaire cooperatively. The exclusion criteria are to eliminate or exclude subjects who meet the inclusion criteria from the study for various reasons. The exclusion criteria in this study were Hospital Contact Employees and Employees on Leave or Sick.

### 3) Burnout Questionnaire

The burnout questionnaire was modified from the previous study. The instrument was used to measure the burnout condition in working place. The burnout questionnaire consisted of 13 items questionnaire. The liker scale showed 1 (Strongly agree), 2 (Agree), 3 (Moderate), 4 (Disagree), 5 (Strongly disagree). The lowest score of JSQ showed high burnout.

4) Employment retention questionnaire showed high employee retention

Figure 1. Study Model



### The instrument for data collection

The instrument of data collection in this study consisted of

#### 1) Data demographic questionnaire (DMQ)

Data demographic questionnaire was used to measure the personal information among samples. It has consisted of age, gender, occupation, length of work, and educational background. The researcher developed the DMQ.

#### 2) Job Satisfaction Questionnaire (JSQ)

A job satisfaction questionnaire was used to measure staff satisfaction on their working. It was an adoption from a previous study. The JSQ consisted of 10 items questions and used the liker scale such as 1 (Strongly agree), 2 (Agree), 3 (Moderate), 4 (Disagree), 5 (Strongly disagree). The lowest score of JSQ showed the satisfy of the job.

### Validity and reliability test

The validity test was done using Pearson Product Moment Correlation, where the data is declared valid if  $r_{count} > r_{table}$ . Data from 30 respondents were taken for validity testing. Invalid questionnaire items were not included in further analysis in this study. The reliability test was carried out using the Cronbach Alpha ( $\alpha$ ) > 0.6 test, which indicated that all the variables of this study were reliable. All variables tested for reliability were found to be eligible. The data analysis process in this study was conducted through the path analysis model, assisted by the AMOS program. The Cronbach Alpha of instruments, including the Job Satisfaction Questionnaire (JSQ), was 0.85, Burnout Questionnaire was 0.85, Employment questionnaire was 0.852. It was indicated that all the instruments were reliable

### Statically Analysis

Path analysis was performed responding to the following objectives: 1) examine the pathway of the predictive relationship among the variables constructed based on the model and 2) compare the variation of the theoretical constructed model with the causal structure found. Path analysis is suitable and was suggested by different researchers to test the social cognitive model's causal relationship.

### Model Fit

The AMOS Program was used to estimate the path analysis using maximum likelihood estimations of each parameter in the hypothetical model. Each significant parameter in the path analysis was determined using a standardized regression weight estimate (b) of the adjusted model fit with the hypothetical model. Test for the goodness of fit of the pathways on influencing factors toward intention to practice healthy eating behaviors and physical activity are summarized in Table 4:

### Ethics Consideration

The committee of the Ethics Review Board was approved for this research before collecting data. Informed consent was obtained from each participant willing to participate in this study.

## RESULTS

### Demographic Data

From 167 respondents examined at Dewi Sri Hospital, the number of female respondents was more than male respondents. The percentage of female respondents is 108 people (65.5%). Judging from the work unit, most employees work in inpatient units, as many as 48 people (29.1%). The majority of respondents aged between 26- 35 years were 76 people (46.1%). Most respondents have a Diploma 3 education as many as 104 people (63%). Most staffs were nurses or midwives (39.3%). Some employees have worked between 2 - 5 years (25.2%). Other employees worked for 6 - 10 years (25.2%)

### Descriptive statistic and correlation matrix

The results of descriptions of respondents' answers about attitudes in behavior are shown in the behavior matrix in table 4 as follows:

**Table 4 Matrix of Respondents' Responses at Dewi Sri Hospital**

No	Variable	Respondent Response Position			
		Low	Moderate	High	Behavior
1	Workload		*		Task Overload
2	Job satisfaction		*		Spirit at work
3	<i>Burnout</i>		*		Emotional
4	Employee Retention	*			Intend to move

Table 5 shows that the value of  $\chi^2$  - Chi-Square amounted to 1.240, and the probability was  $p = 0,265$ . The probability value of 0.05 indicated that  $H_0$ , which stated no difference between the sample covariance matrix and the estimated population covariance matrix, was acceptable. This suggested that the sample covariance matrix with the estimated population covariance matrix was the same, so the model was declared a good (fit) model.

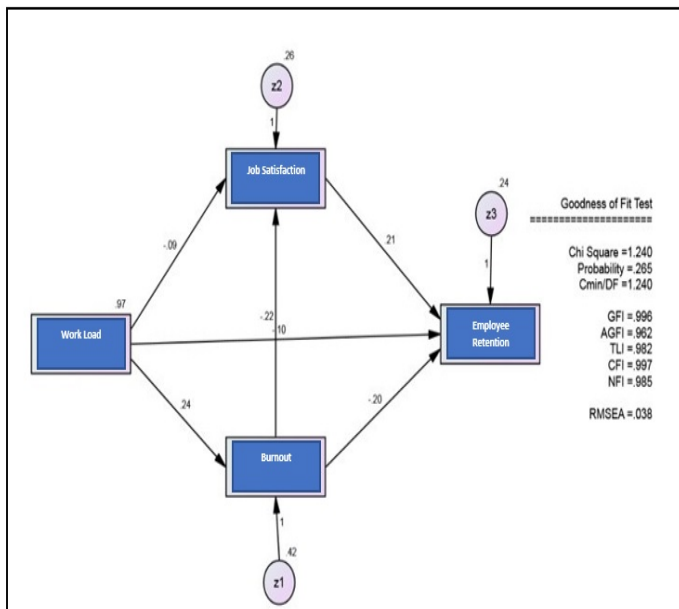
**Table 5 Goodness of Fit Test Result**

Goodness of fit	Cut - off Value	Model Result
$\chi^2$ - Chi-Square	Expected score low with DF=1 table score = 3.815	1.240
Probability	$\geq 0.05$	0.265
Cmin/DF	$\leq 2$	1.240
GFI	$\geq 0.90$	0.996
RMS	$\leq 0.079$	0.038
AGFA	$\geq 0.90$	0.962
TLI	$\geq 0.90$	0.982
CFI	$> 0.90$	0.997

### Hypothesis Test

The relationship between direct and indirect variables was evaluated using the AMOS program. The results can be seen in the figure below.

**Figure 1: Construction Model of Study**



**DISCUSSION**

A preliminary study of Dewi Sri Hospital's employees showed an increase in workload, which tends to be less good with the proportion of 73.5% compared to 26.5% tends to be good. The increased workload is shown from the respondents' observations as follows, that employees feel they have to work in a race according to the specified time, the lack of personnel in the service unit compared to the clients served

**Table 6 Hypotheses Test Result from Direct Effect**

Variables	Estimate	SE.	CR.	P
Workload to Job Satisfaction	-.167	.043	-2.160	0.031
Workload to burnout	.346	.051	4.726	0.000
Workload to employee retention	-.177	.042	-2.374	0.018
Burnout to job satisfaction	-.275	.062	-3.559	0.000
Job satisfaction to employee retention	.205	.076	2..758	0.006
Burnout to employee retention	-.251	.062	-3.289	0.001

Employees feel that the challenges in their work are in line with their primary tasks. Even though they get complex jobs, employees can still divide their time. Fatigue at work is a challenge in doing a good position to achieve work goals; This work stress syndrome makes you feel drained of energy, no one can help your work, hopeless, cynical, and irritable. You think that you can no longer do anything at your job.

Burnout is a syndrome of emotional, physical, and mental exhaustion supported by feelings of low self-esteem and self-efficacy caused by suffering from intense and prolonged stress. Another research defined the concept of fatigue using only its two sub-dimensions (fatigue and cynicism) and using its four sub-factors (spirit, dedication, absorption, and professional success). Burnout is a condition that reflects the emotional reaction of people who are in human services and work closely with the community. High job fatigue can lead to low retention. When employees face high work stress, job burnout causes a higher desire to quit(8,10-12)

**Effect of workload on employee retention with burnout and job satisfaction as intervening variables.**

The measurement model test examines the relationship between indicators of the latent variable. Combined with structural model testing and measurement, it allows researchers to test measurement errors as an inseparable part of AMOS-path analysis and perform factor analysis along with hypothesis testing. This shows an influence between workload, job satisfaction, and burnout on the retention of employees.

Based on the coefficient of determination test, the estimated value obtained from the variable workload, job satisfaction, and burnout on employee retention is 0.220. If the company fails to implement this program, employee performance will decline and have a negative impact on company productivity.

Company management will be considered wrong and immature in terms of

human resources. Based on the analysis of the distribution of respondents using the three-box method, the distribution of respondents on the employee retention variable with an average index value of 77.8 lies in the low category. This shows that employee retention has been poor so far, especially in the employee relationship indicator, namely in the item «I can work with my colleagues».

Workloads are work tasks that are a source of stress, such as work that requires working quickly, producing something, and concentrating on work stress. Job satisfaction can be increased by reconsidering the number of employees' workloads because excessive workloads can reduce job satisfaction. To maintain employee retention, the hospital needs to pay attention to the factors that influence it, including employee burden, burnout, and employee job satisfaction. Employee satisfaction and retention are key factors for the success of an organization (13-15)

Based on these findings, the strategy for human resource management at Dewi Sri Hospital is that everyone needs comfort at work. Riggio stated that workloads are work tasks that are a source of stress, such as work that requires working quickly, producing something, and concentrating on work stress. According to Khandan and Maghsoudipour, job satisfaction can be increased by reconsidering the amount of employee workload because excessive workload can reduce employee job satisfaction (15). To maintain employee retention, the hospital needs to pay attention to the factors that influence it, including employee burden, burnout, and employee job satisfaction. Ostriker states employee satisfaction and retention are critical factors for the success of an organization. Meanwhile, individuals who feel unsatisfied with their work will choose to leave the organization (16).

#### **Effect of workload on job satisfaction**

Based on the research results, the workload has a negative and significant effect on job satisfaction. From the estimated value of the impact of workload on

employee retention of 16.7%, the remaining 83.3% is influenced by other variables. A workload is several activities that require expertise and must be done within a certain period in a physical or psychological form. Workloads are job tasks that become a source of stress, such as working quickly, producing something, and concentrating on work stress.

Based on descriptive analysis using the three-box method on the workload variable, it has an average index of 96.8 in the medium category. If the number of employees does not match the number of patients to be served, the employee burden will become heavier, which can affect the level of satisfaction.

Riggio stated that workloads are job tasks that are a source of stress, such as work that requires working quickly, producing something, and concentrating on work stress (14).

According to Osteraker, employee satisfaction and retention are key factors for the success of an organization (16).

#### **Effect of workload on burnout**

Based on the research results, the workload has a positive and significant effect on burnout. From the estimated workload value, 34.6% affects burnout, while other variables influence the remaining 65.4%. Based on these results, it can be concluded that workload has a positive and significant effect on burnout.

They work too much and too long, without realizing it, they neglect their needs and wants as individuals. They feel the pressure to give more and more. This pressure can come from within themselves, from the leadership, in the context of hospital employees as a general service, and significant pressure comes from patients.

The existence of a workload in the form of this demand can cause feelings of guilt for not being able to fulfill it, which then encourages them to add more and more energy to meet the user's needs to cause fatigue or burnout.

The workload influences the occurrence of burnout in employees. If the workload is too heavy and too much and the

placement in carrying out tasks is not on target, it can trigger burnout and disrupt hospital employees' activities at work. External factors influence burnout syndrome, namely role ambiguity, role conflict, workload, and support (16,17).

The heavy workload of hospital employees and nurses also depends on the duties and placement of the employees themselves. However, the workload of employees also needs to be considered. This is to maintain the condition of the hospital employees. According to Aaron (2015), workload affects employee burnout. If the workload is too heavy and oversized and the placement in carrying out tasks is not on target, it can trigger burnout. It will interfere with the activities of hospital employees at work (17).

#### **Effect of workload on employee retention**

Based on the research results, the workload has a negative and significant effect on employee retention. From the estimated value of the impact of workload on employee retention of 17.7%, the remaining 82.3% is influenced by other variables. Based on these results, it can be concluded that workload has a significant negative effect on employee retention. The bigger the workload will decrease the employee retention rate, whereas the bigger the workload will decrease the employee retention.

**Conclusion** This is certainly a recommendation for the hospital to pay attention to employees' workload to reduce employee retention rates. This employee retention must be carried out appropriately and continuously to increase employee performance from time to time. Besides, employee retention can also reduce employee turnover. If a company fails to implement this one program, employee performance may decline and, of course, cause a destructive impact on company productivity. If the workload provided follows the income earned by employees, this will not reduce retention.

Workload and burnout are among the obstacles in an organization that can cause employees not to stay. There is a

significant relationship between workload and stress and stress and the desire to leave. The excessive workload can cause employees to work fatigue, increase work stress, and leave the company (18,19).

#### **Effect of burnout on job satisfaction**

Through statistical test calculations using Amos-path analysis V21, it is known that burnout has a negative and significant effect on job satisfaction. From the estimated value, the impact of burnout on job satisfaction is 27.5%, other variables influence the remaining 72.5%. King said that burnout is a state of psychological stress that is very extreme so that individuals experience emotional exhaustion and low motivation to work. Kanwar et al. stated that burnout and job satisfaction are affective job responses and have a negative relationship, which means that if the burnout is lower, job satisfaction will increase (24).

Burnout is a state of extreme psychological stress so that individuals experience emotional exhaustion and low motivation to work. Burnout and job satisfaction are affective work responses and have a negative relationship, which means that the lower the burnout, the higher job satisfaction (20,21).

Based on the descriptive analysis with the three-box method, the average index value of 120.48 is in the medium category. These results provide strategic implications for the hospital to pay attention to burnout, especially in terms of ineffectiveness where the hospital has not paid attention to every employee's career in the future. Lack of employment that does not change in their period will lead to boredom in work so that they will tire quickly in doing work because there is no motivation to work for future careers. For this reason, the employee career program must be clear and transparent so that every employee has a prospective view, whether or not they should occupy a higher position.

#### **Effect of job satisfaction on employee retention**

Through statistical calculations using Amos V21, it is known that there is a

positive and significant influence between job satisfaction and employee retention. Based on the coefficient of determination test, the estimated value obtained from the job satisfaction variable on retention is 0.205. This means that the job satisfaction variable affects employee retention by 20.5%, while other variables outside this study influence the remaining 79.5%.

When employees feel satisfaction at work, the employee will work to the maximum extent possible. Individuals who are satisfied with their work will have a high commitment to the company, and the desire to leave the company will be lower or have high retention.

According to Aditeresna & Mujiati, in this case, job satisfaction has a positive and significant impact on employee retention. This shows the need to pay attention to the support from superiors so that employee retention will increase. The lowest index value is in the job indicator itself, namely «I like my current job,» with an index value of 73.4. Employees like the current job as many as 83 employees said they disagreed with the current position. Therefore, job satisfaction is the most crucial factor to consider. Other studies have found that job satisfaction affects employee retention because when employees are satisfied with their work, they increase retention rates. The effect of job satisfaction on employees has a close relationship. The job satisfaction felt by employees determines them to leave or stay in the company.

### **Effect of burnout on employee retention**

The results of statistical testing show that burnout has a negative and significant effect on employee retention. From the estimated value, the impact of burnout on employee retention is 25.1%, and other variables influence the remaining 74.9%. Based on these results, it can be concluded that the higher the burnout, the lower the employee retention.

Burnout is a change in attitude and behavior in the form of reactions to withdrawal psychologically from work, such as maintaining distance from clients and being cynical with them, truancy, being late,

and a strong desire to move jobs. High job fatigue can lead to low retention. When employees face high work stress, burnout leads to a higher desire to quit (8,22).

Although numerous studies document the adverse effects of fatigue on physician retention, patient care, patient non-compliance, and medical errors, studies also show that doctor stress and fatigue contribute to staff turnover, low morale, and a lack of cohesion across healthcare teams (23).

Based on the descriptive analysis with the three-box method, the average index value of 120.48 is in the medium category. The highest index value is found in the cynicism indicator, namely "I don't always treat someone well," with an index value of 132.6 (High). The lowest index value is in the ineffectiveness indicator with a deal of 108, namely "I feel my career will not change," there are 198 employees who are unsure about their careers that will not change.

A strategic recommendation for the hospital is that career development is a form of appreciation for hospital employees for their competence and performance while working in the hospital. When an employee's career in a hospital does not develop, there are serious problems that need attention at the hospital. These problems can come from the individual concerned or the hospital. Hospitals need to have competent staff according to the mission, resources, and patient needs. Therefore, the leadership or hospital management must make career development a severe concern for the sake of mutual interest and progress.

### **Conclusion**

Workload mediated by job satisfaction and burnout partially has a positive and significant effect on employee retention, and job satisfaction directly impacts employee retention. The hospital should pay attention to the workload of employees, which can cause fatigue. The type of work given to employees should be more focused on teamwork, not individual work so that employees' workload can be



jointly completed with colleagues. This will reduce the fatigue experienced by employees if they work individually. Creating a work environment system based on the foundation of work culture and organizational culture needs improvement in a good and comfortable environment with a good relationship between employees, superiors, and work units. Creating an employee rotation system so as not to cause boredom. By rotating employees, the hospital can develop employee skills, and employees gain more knowledge and experience about the company. It can also make employees get the opportunities they want and create a better remuneration system by considering workload in each unit and key performance indicators. This can increase work motivation, work quality, and employee productivity.

#### Author contribution

Fahad conceived, designed the research, analyzed the data, wrote and edited the manuscript; MF Arrozi Adhikara and Wahyuni Dian Purwati acted as supervisors.

#### Acknowledgments

The author expresses her highest appreciation and gratitude to all respondents. Dr. MF Arozzi Adhikara, S.E., M.Si., Akt CA, and dr. Sri Wahyuni, Sp. EM as the supervisor and Dr. Rokiah Kusumapradja, SKM., MHA as the head of the ESA Unggul University Hospital Administration Masters study program, drg. Nadia Sabrina Amalia, MARS as the partner who has provided support, assistance, support, assistance, and motivation since lectures began until the writing of this journal.

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