

The Role of Job Burnout in Mediating the Effect of Perceived Organizational Support on Work Satisfaction at Perumda Tirta Amertha Buana in Tabanan

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ABSTRACT : Work satisfaction is a positive individual feeling that arises from various aspects of the job. This Work satisfaction is influenced by the existence of perceived organizational support and job burnout experienced by employees, seen from the organizational support theory aspect, this condition arises as a result of the relationship between companies and employees which underlines the importance of paying attention to employee welfare as an important asset of the company. This study aims to analyze the role of job burnout in mediating the effect of perceived organizational support on Work Satisfaction. This research was conducted at Perumda Tirta Amertha Buana Tabanan. The number of samples used are 78 employees determined by simple random sampling. Data collection was carried out through interviews and questionnaires. The analysis technique used is path analysis. The results show that perceived organizational support has a negative and significant effect on job burnout; Perceived organizational support has a positive and significant effect on work satisfaction; Job burnout has a negative and significant effect on work satisfaction; Job burnout mediates the effect of perceived organizational support on work satisfaction

Keywords - *perceived organizational support, job burnout, work satisfaction*

I. INTRODUCTION

Water is one of the basic needs components that are indispensable for the continuity of human life. The availability of water, both in terms of adequate quantity and quality, must certainly be a top priority, on this basis the government has formed a Regional Owned Enterprise which is engaged in providing clean water distribution services to the community. Tabanan Regency itself has a government-owned water company called Perumda Tirta Amertha Buana. Perumda Tirta Amertha Buana is a company that manages and distributes clean water for the Tabanan Regency area. Perumda Tirta Amertha Buana as a company that is engaged in providing clean water services in Tabanan Regency is required to always be optimal in providing services to the community. Of course, this optimal service must be supported by competent and responsible human resources.

Human resources as executors of operational activities are one of the company's important assets. Employees as an important company asset have the right to be compensated and pay attention to their welfare by the company (Saputra & Suwandana, 2020). This is in accordance with the goals of someone who works to be able to make ends meet, if their needs are met, employees will feel satisfied, and vice versa (Anggita & Ardana, 2020). High work satisfaction is important for the company (Sahyoni & Supartha, 2020). This is because high work satisfaction can make employees more enthusiastic at work and able to produce more for the company, so that company losses due to employee dissatisfaction at work can be reduced (Pertiwi & Piartrini, 2020).

Based on interviews conducted with 3 employees, it was found that there was a problem with the work satisfaction of Perumda Tirta Amertha Buana employees which was influenced by existing work, where two out of three employees said that there were high work demands in providing optimal service to customers, complaints from customers being fussy and impatient is one of the triggers for the emergence of unpleasant emotional states experienced by employees at work so that it affects employee work satisfaction. One of the employees who works in the distribution and pipeline maintenance department revealed other obstacles found in the field such as the difficulty of removing the pipe installation permit, as well as the terrain and traffic constraints when installing pipes also caused employee moods to become unpleasant, a lot of energy was drained to work and these obstacles trigger job burnout in employees, and this condition affects employee work satisfaction. The wage factor also affects the work satisfaction felt by employees, where two out of three employees who were interviewed said that the wages they received were still not in accordance with the workload they had done for the company.

This study uses organizational support theory because this theory explains how the relationship that occurs between companies and employees, and underlines the importance of employees as company assets that must be valued and considered for their welfare (Andriyanti & Supartha, 2021). Organizational support theory theoretically explains the important role of perceived organizational support in the relationship between employees and organizations, where this role greatly affects the willingness of employees to contribute to the organization (Suartawan & Surya, 2020). This theory also explains that perceived organizational support has a strong relationship with work satisfaction. Work satisfaction is an important thing that must be considered by companies, this is because low work satisfaction can reduce enthusiasm and passion in work so that it affects work productivity (Sartika & Hermita, 2019). Work satisfaction is a positive feeling that individuals have about their work that arises from evaluations of various aspects of work (Robbins & Judge, 2015:107). Work satisfaction is influenced by employees' perceptions of how well their job has given them importance. Work satisfaction is related to satisfaction with the mental, physical and environmental perceived by employees. People who have high work satisfaction will tend to have a positive view of their work. This positive outlook on work will enable a person to produce more for the company (Azeez et al., 2017). This is because the positive attitudes that arise will increase individual productivity, improve physical and mental health, and increase moral values, all of which will affect work satisfaction and accelerate the learning process of new skills (R. R. N. Sari & Afnan, 2016).

Appelbaum et al. (2019) found a role for job burnout in the relationship of perceived organizational support to work satisfaction. Job burnout as a term that means exhausting oneself, mentally and physically exhausting, exhausting oneself with excessive effort to achieve an expectation that is considered unrealistic. This excessive fatigue arises due to excessive demands for energy but not accompanied by adequate resources owned by individuals, thus making them helpless to achieve their goals (Putri & Dewi, 2020). Job burnout is characterized by the appearance of fatigue, depreciation, hopelessness, and a lack of enthusiasm that causes stress at work. The increase in workload that occurs has an effect on job burnout, especially in the fatigue dimension. Several studies on job burnout have focused on the role of organizational support provided by supervisors and colleagues that can reduce job burnout (Suartawan & Surya, 2020)

Perceived organizational support acts as an important resource to reduce stress and job burnout (Adnyaswari & Adnyani, 2017). Perceived organizational support also plays a role in reducing fatigue that arises because of demands and work requirements that are incompatible with life. Another study proves that perceived organizational support has an important role in fulfilling emotional needs, especially increasing one's ability to reduce stress and fatigue, where job burnout mostly occurs due to a lack of resources that can be used to overcome job demands, and perceived organizational support is found to have a significant effect. negative impact on job burnout. Perceived organizational support has an important role in fulfilling social emotional needs and strengthening expectations for rewards, this shows that perceived organizational support has a positive influence on work satisfaction. Perceived organizational support is a perception of the tendency of employees to form a trust globally related to how organizations appreciate the contributions made by their employees and how much they care about the welfare of their employees. Supervisors in leadership have an important role in providing organizational resources and providing rewards as a form of organizational support for their subordinates. Several new studies emphasize that organizational support is an important factor influencing the willingness of workers to contribute to the organization. Employees who have high perceived organizational support have a tendency to work better for the organization. This is because employees with high perceived organizational support have an obligation to respond to organizations with a positive attitude and show helpful actions for the organization (Mahendra & Suwandana, 2020)

II. HYPOTHESIS DEVELOPMENT

Appelbaum et al. (2019), Sari et al. (2019) show that perceived organizational support has a negative effect on job burnout, because the existence of perceived organizational support is able to foster positive perceptions from employees that companies really appreciate the contributions they have made, so that it can provide its own motivation for them to be more enthusiastic about working so that they can reduce the fatigue they experience due to the demands of work in the workplace (Altinoz et al., 2016). Au et al. (2018) found a significant negative relationship between organizational support and job burnout, where nurse coordinators reported that more support at work made them experience less emotional exhaustion and depersonalization.

H1: Perceived organizational support has a negative effect on job burnout.

Aswin & Rahyuda (2017) Putra et al. (2016) Sari et al. (2019) show that perceived organizational support has a positive effect on work satisfaction, because the existence of perceived organizational support is able to make employees feel cared for and cared for by their welfare by the company so that this condition has an effect on increasing work satisfaction felt by employees. Survey data analysis by Au et al. (2018) show that there is a

significant positive relationship with perceived organizational support on work satisfaction, where the more organizational support is provided, the higher work satisfaction will be.

H2: Perceived organizational support has a positive effect on work satisfaction.

Lu & Gursay (2016) Pangemanan et al. (2017) Wirajaya & Supartha (2016) Tarcan et al. (2017) show that job burnout has a negative effect on work satisfaction, because job burnout is physical or emotional fatigue that is felt by individuals in the company due to excessive work demands so that this condition reduces work satisfaction from employees. In the Job Demands-Resources (JD-R) model, the level of job burnout will be lower if individuals increase their work resources from physical, psychological, social or organizational aspects (Bakker & Demerouti, 2016)

H3: Job burnout has a negative effect on work satisfaction.

Appelbaum et al. (2019) shows that there is an effect of job burnout in the relationship of perceived organizational support and work satisfaction, this is because when an employee is in a work environment that has high perceived organizational support, it is able to foster enthusiasm and motivation for employees to work better. so that the possibility of job burnout can be minimized, and this condition can increase employee work satisfaction because the company feels that the company really cares and pays attention to their welfare. Au et al. (2018) conducted a survey data analysis of nurses and found that more organizational support on the job will make them experience less emotional exhaustion and depersonalization, and achieve greater work satisfaction. Conservation of Resources (COR) theory explains that the relationship between job burnout and work satisfaction will be stronger with the existence of perceived organizational support that arises from an increase in the resources owned by the organization. Alcover et al. (2018) conducted research on disabled workers to examine the mediating role of job burnout in the relationship of perceived organizational support to work satisfaction, the results found that there was a significant indirect effect of perceived organizational support on work satisfaction through job burnout (Devyanti & Satrya, 2020). Self-esteem, social support from superiors or finance are placed to compensate for stressors, where this stress arises because they do not know how to use the resources they have to reduce the stress they experience and increase work satisfaction (Hobfoll et al., 2017).

H4: Job burnout mediates the effect of perceived organizational support on work satisfaction.

III. METHODS

The population of this study were all employees of Perumda Tirta Amertha Buana, totaling 365 people. The method used in determining this sample is Simple Random Sampling and the sample size is 191 respondents. This study uses several data collection methods in order to fulfill the required data in the study, including interviews and surveys. The data analysis used was path analysis

Operational Definition of Variables

Work satisfaction is a pleasant or unpleasant feeling that employees feel at work. The indicators are as follows: a decent wage; Good supervision; Profession; Promotion; Co-workers

Job burnout is fatigue that is felt by individuals both physically, emotionally and mentally in response to the work pressures they experience. The indicators are as follows: Emotional Exhaustion; Personal Accomplishment; Depersonalization

Perceived organizational support is the employee's perception of the extent to which the organization provides support to its employees. The indicators are as follows: The organization appreciates the contributions that employees have made; The organization appreciates the extra effort employees have put in; The organization pays attention to all complaints from employees; The organization is very concerned about the welfare of employees; The organization reprimands employees for not doing their job well; The organization is concerned about the general satisfaction of its employees; The organization shows great concern for employees; and The organization takes pride in the success of its employees at work

IV. RESULTS AND DISCUSSION

This study collected data by distributing questionnaires which were assisted by the General Division of Perumda Tirta Amertha Buana. There were 191 questionnaires distributed. Details regarding the distribution and return of the questionnaires can be seen in Table 1 below.

Table 1 Data Distribution of Research Samples

Total population	365
5 percent Slovin formula	191
Distributed questionnaires	191
The questionnaire was not returned	106
Questionnaires were returned	85
The questionnaire is not feasible	7
Complete questionnaire and data processed	78
<i>Response rate is $78/191 \times 100$ percent</i>	40,8 percent

Source: Primary data processed, 2020

Respondents were dominated by male employees, 73.1 percent and female employees with a percentage of 26.9 percent, this is because many male employees are required to work in the fields of production, distribution, engineering planning, and technical equipment. Respondents > 40 years old dominate with a percentage of 47.4 percent and the lowest age group is age <21 years with a percentage of 2.6 percent, this is because PerumdaTirtaAmerthaBuana recruits employees who are older because they are considered to have more work experience. Based on the latest education, the most dominant respondent is respondents with high school education with a percentage of 50 percent. respondents dominated by employees who have worked more than 15 years as many as 37 people with a percentage of 47.4 percent

The score of 5 statements regarding the work satisfaction variable is 4.19, which means that all respondents have a high perception of the statement items on the work satisfaction variable. The fifth indicator has the highest average score (4.45 / 5) on the statement 'I feel happy with colleagues at work' this means employees feel happy with colleagues at work. The indicator with the lowest score is the first indicator (3.85 / 5) in the statement 'I feel the company has provided a decent wage', this means that the company must adjust the amount of wages with the existing line of work so that employees feel satisfied at work.

The score of 22 statements regarding the job burnout variable is 2.02 which means that overall respondents have a low perception of the statement items on the job burnout variable. The seven indicators that have the highest average score are (1) I feel tired at the end of the work day, (2) I feel tired at work, (3) I feel stressed when I have to work with people directly, (4) I handle problems very effectively, (5) I find it easy to create a relaxed atmosphere, (6) I deal with problems very calmly, (7) I feel worried that this job is making me harder emotionally. The six indicators that have the lowest average score are (1) I feel frustrated with the existing job, (2) I feel hopeless because of this job, (3) I feel I have had a positive influence on others through this work, (4) I feel good after work, (5) I treat other people as if they are impersonal objects, (6) I feel like I don't care about what happens to other people.

Score of 8 statements regarding the perceived organizational support variable (4,12 / 5) which means that overall respondents have a high perception of the statement items on the perceived organizational support variable. The fifth indicator is an indicator that has the highest score, namely 4.45 with the statement 'The company reprimands employees for not doing their job well'. This proves that employees feel often reprimanded by the company when they do not do a good job. The first indicator gets the lowest score, namely 3.85 with the statement 'I feel that the company appreciates the contributions that employees have made', this proves that employees feel that the company does not appreciate the contributions that have been made, so this needs special attention from the company.

Table 2. Substructural Path Analysis 1

Variabl3	Unstandardized		Standardized	t	Sig.
	Coefficients		Coefficients		
	B	Std. Error	Beta		
(Constant)	119,894	10,318		11,620	0,000
Perceived Organizational Support (X)	-2,359	0,317	-0,649	-7,444	0,000
R		0,649			
R Square		0,422			
Adjusted R Square		0,414			
F statistic		55,409			
Sig F		0,000			

Source: Primary data processed, 2020

$$M = -0.649X + e1 \dots \dots \dots (1)$$

The regression coefficient value of the variable perceived organizational support has a negative value with a significance of less than 0.05. This shows that the variable perceived organizational support has a negative and significant effect on job burnout. The magnitude of the influence of the independent variables on the dependent variable can be seen through the total determination value (R-Square) of 0.422 which means that 42.2 percent of the job burnout variable is influenced by the perceived organizational support variable, while the remaining 57.8 percent is explained by other factors. which were not included in this research model.

Table 3. Substructural Path Analysis 2

Variabel	Unstandardized		Standardized	T	Sig.
	Coefficients		Coefficients		
	B	Std. Error	Beta		
(Constant)	15,410	2,280		6,760	0,000
Perceived Organizational Support (X)	0,247	0,055	0,456	4,471	0,000
Job Burnout (M)	-0,054	0,015	-0,359	-3,521	0,001
R		0,741			
R Square		0,549			
Adjusted R Square		0,537			
F statistic		45,682			
Sig F		0,000			

Source: Primary data processed, 2020

$$Y = 0.456X + -0.359Z + e2 \dots \dots \dots (2)$$

The significance value of each independent variable is less than 0.05. This shows that all independent variables have a significant effect on the dependent variable. The magnitude of the influence of the dependent variable can be seen through the total determination value (R-Square) of 0.549 which means that 54.9 percent of the variation in work satisfaction is influenced by the variable perceived organizational support and job burnout, while the remaining 45.1 percent is explained by other factors. The total determination value is 0.739 which means that 73.9 percent of the variation in work satisfaction of PerumdaTirtaAmerthaBuana employees is influenced by variations in perceived organizational support and job burnout, while the remaining 26.1 percent is explained by other factors. The direct effect of the variable perceived organizational support on job burnout is -0.649. The direct effect of job burnout on work satisfaction is -0.359 and the direct effect of perceived organizational support on work satisfaction is 0.456. This means that the work satisfaction variable is more influenced by the variable perceived organizational support than the job burnout variable. While the indirect effect of perceived organizational support on work satisfaction through job burnout as a mediating variable is 0.233 so that the total effect of perceived organizational support on work satisfaction through job burnout as a mediating variable is 0.689.

The effect of perceived organizational support on the job burnout of PerumdaTirtaAmerthaBuana employees has a negative beta coefficient of -0.649 with a significance of 0.000 <0.05 which means that perceived organizational support has a negative and significant effect on the job burnout of PerumdaTirtaAmerthaBuana employees, this explains that when employees get perceived organizational support, the job burnout felt by employees will decrease, So **H1 is accepted**. Perceived organizational support has a negative effect on job burnout, because the existence of perceived organizational support is able to foster positive perceptions and motivate employees to be more enthusiastic about working so as to reduce the job burnout felt by employees. The higher the perceived organizational support, the lower the job burnout felt by employees

The effect of perceived organizational support on work satisfaction of Perumda Tirta Amertha Buana employees obtained a positive beta coefficient of 0.456 with a significance value of 0.000 <0.05 which means that perceived organizational support has a positive and significant effect on work satisfaction of Perumda Tirta Amertha Buana employees, this is explained that when employees get perceived organizational support, the work satisfaction felt by employees will increase, so **H2 is accepted**. Perceived organizational support has a positive effect on work satisfaction, where the existence of perceived organizational support makes employees feel that their welfare is cared for by the company so that this condition can increase the work satisfaction felt by employees. This is in accordance with previous research which found that there is a strong relationship between perceived organizational support and work satisfaction

The effect of job burnout on employee work satisfaction Perumda Tirta Amertha Buana obtained a negative beta coefficient of -0.359 with a significance of 0.001 <0.05, which means that job burnout has a negative and significant effect on work satisfaction of Perumda Tirta Amertha Buana employees, so **H3 is accepted**. This explains that when employees experience job burnout, the work satisfaction felt by employees will decrease. Job burnout has a negative effect on work satisfaction, because job burnout that arises from the physical and emotional fatigue felt by individuals at work can reduce work satisfaction felt by employees.

The role of job burnout in mediating the relationship between perceived organizational support and employee work satisfaction based on the sobel test gets a z value of 3.43 and this value > 1.96, it can be concluded that job burnout is a variable that is able to mediate the effect of perceived organizational support on work satisfaction, so **H4 is accepted**. In addition, in calculating the indirect effect of X→Y through job burnout, the result is 0.233, which is smaller than the direct effect of X→Y, 0.456, which indicates that there is a partial mediation role of job burnout.

V. CONCLUSION

Perceived organizational support has a negative and significant effect on employee job burnout, when employees get perceived organizational support, the job burnout experienced by employees will be lower. Perceived organizational support has a positive and significant effect on employee work satisfaction, when employees get perceived organizational support, the work satisfaction felt by employees will be even higher. Job burnout has a negative and significant effect on employee work satisfaction, when employees experience job burnout, the work satisfaction felt by employees will decrease. Job burnout significantly mediates the effect of perceived organizational support on employee work satisfaction, job burnout is able to mediate the effect of perceived organizational support on employee work satisfaction. This study only discusses perceived organizational support and job burnout as factors that affect work satisfaction, whereas based on the existing literature there are still many other factors that can affect work satisfaction.

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