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The Influence of Work Ethic, Work Environment And Job Burnout On Employee Performance (A Case Study of Non-Medical Employees at Hospital X, Jakarta)

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ABSTRACT

The purpose of this study is to test the influence of Work Ethic, Work Environment and Job Burnout Variables on the Performance of Non-Medical Employees at Hospital X, Jakarta. The population consisted of 60 non-medical employees, all of whom were sampled using saturated sampling techniques. Data collection was carried out through a questionnaire in the form of a survey, using the Structural Equation Modelling (SEM) analysis method based on Partial Least Square (PLS) version 4.0. The results of analysis showed that Work Ethic and Work Environment had a positive and significant effect on the performance of non-medical employees, while Job Burnout had a negative and significant effect on the performance of non-medical employees.

Keywords: Work Ethic; Work Environment; Job Burnout; Employee Performance.

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INTRODUCTION

In the era of globalisation, all organisations and companies must able to plan and determine management policy strategies to survive to increasingly fierce business competition. One way is to have optimal human resource management performance. The succes of an aorganisation is largely determined by the quality of its human resources. Employees are important elemnet in achieving organisational goals (Widyanty & Prasetya, 2023). Performance is the overall level of success of a person during a certain period in carrying out tasks that can be assessed from several aspects. Employee performance plays a role in seeing the standard of work results, targets or goals achieved by employees during work which will have an impact on the quality of work results (Mangkunegara, 2015).

As an institution engaged in health services, the hospital is a complex organisation, where all human resources have their respective roles in living the wheels of organisational life. Therefore, both from the health workforce to non-medical employees must have competent abilities. But so far, attention to employee performance has focuse more on medical personnel, even though non-medical employees such as administration, human resources, finance, security and cleaning also have a vital role in supporting hospital operations.

Based on data performance of non-medical employees of Hospital X, Jakarta from 2021-2023, it shows a decrease in employee performance from 2021-2023, this can be seen in the table.

Table 1. Performance Data of Non-Medical Employees of Hospital X in Jakarta for 2021-2023

Year	Average Results of Employee Performance	Description
2021	97%	Very Good
2022	93%	Very Good
2023	90%	Good
Target	100%	Very Good

Source: Hospital X, Jakarta

Percentage Description:

60-70% : Less Good

71-80% : Good Enough 81-90% : Good

91-100% : Very Good

Based on the table, in 2021 the performance of employees of Hospital X, Jakarta was 97%. Then, in 2022 it decreased by 93% and in 2023 experienced another increase of 90%. This performance appraisal of non-medical employees is based on employee competency assessments conducted by Hospital X, Jakarta, every year. Meanwhile, based on literature reviews and research journals in the field of human respurces, there are many factors contributing to the decline in employee performance. Referring to previous studies, it was found that a strong work ethic tends to lead to greater commitment in performing tasks, thereby improving employee performance (Utama & Wadud, 2024). Moreover, the work environment also influences the quality of the work experience for employees, both physically and non-physically (Savira et al., 2024). However, job burnout can be one of the factors that reduce

employee performance. This condition can occur when employees feel long-term stress, leading to emotional exhaustion and a lack of motivation to complete tasks effectively (Wijaya, 2024).

Therefore, this study aims to examine the influence of Work Ethic, Work Environment and Job Burnout on Employee Performance of non medical employees at Hospital X, Jakarta. the findings of this research are expected to provide valuable insights for hospital management in formulating effective strategies to enhance employee performance.

LITERATURE REVIEW

Work Ethic

According to Sinamo in (Tirtana & Wijayanti, 2023) Work Ethic is a positive behaviour based on fundamental beliefs and commitment to a complete work paradigm. Based on Harsono and Santoso in (Hamid et al., 2021), work ethic is a work spirit motivated by certain values or norms that encourage someone to responsible for their work. Salamun in (Putra et al., 2022) suggests that Work Ethic has several dimensions and indicators to measure the level of work ethic in employees, including: hard work, discipline, honesty, responsibility and diligence.

Work Environment

Work Environment includes physical and non-physical elements in the organisation that have a positive impact on employee performance. The work environment consists of two types, namely physical, such as offices, equipment and work facilities, also non-physical like working relationships between management and colleagues (Prayoga et al., 2024). In addition, according to Gozali in (Karlina & Rosento, 2019), the work environment is all the facilities and infrastructure surrounding employees who are performing work that can affect the performance of the work itself. Sedarmayanti in (Natasha & Saputra, 2024) suggests that the dimensions of the work environment include lighting, air temperature, cleanliness, working relationships between subordinates and superiors and relationships between co-worker.

Job Burnout

Pines and Maslach in (Alam, 2022) suggest that Job Burnout is a syndrome of physical and mental exhaustion characterized by negative self-concept, lack of concentration and decreased work behaviour. Employees who experience burnout tend to lose dedication, commitment and experience decreased performance (Nurshoimah et al., 2023). The dimensions of Job Burnout according to Leiter and Maslach in Alam (2022), include exhaustion, cynicism and ineffectiveness.

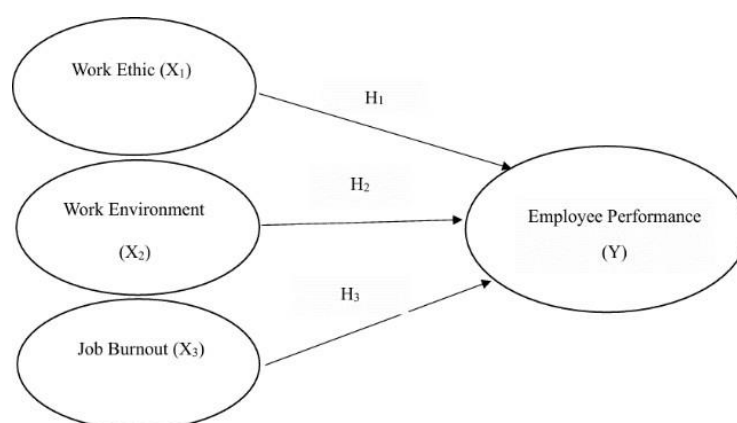
Employee Performance

Byars in Syaifuddin (Syaifuddin, 2018) states that performance is the effort, ability and perception of employees towards job duties that contribute in achieving organisational goals. Good performance has a direct impact on the sustainability of the company. Beside of that, according to (Sinambela, 2017), employee performance is the ability of employees to perform specific tasks. Employee performance is very important because it reveals the extent of their ability to carry out the tasks assigned to them. Mangkunegara (2015) suggests that the dimensions of employee performance include work quality, work quantity, cooperation and initiative.

Framework

To better understand this research, there is a framework that shows the relationship between work ethic, work environment and job burnout on employee performance. The framework is described as follows:

Figure 1
Framework



Description:

1. Independent variables, whose value is not directly related to other values, variables are given the symbol (X), among others:
X1 : Work Ethic
X2 : Work Environment
X3 : Job Burnout
2. The dependent variable, the variable whose value depends on other variables is given the symbol (Y)
Y: Employee Performance

Hypotesis:

- H1 : Work Ethic has a positive and significant effect on Employee Performance.
H2 : Work Environment has a positive and significant effect on Employee Performance.
H3 : Job Burnout has a negative and significant effect on Employee Performance.

METHOD

This study was conducted at Hospital X, Jakarta, located in South Jakarta City, Special Capital Region of Jakarta, over the period from July 2024 to July 2025. The study employs a casual research design with a quantitative approach, aligning with the research objectives. Casual research aims to examine the cause and effect relationship between independent and dependent variables. The quantitative approach was chosen because it is empirical, objective, measurable, rational and systematic, in accordance with scientific principles (Sugiyono, 2022). The study uses a Likert scale to measure attitudes, opinions, and perceptions toward a social phenomenon. The population in this study consists of 60 permanent non-medical employees at Hospital X, Jakarta. The sample was determined using a sturated sampling technique, in which all members of the population were included because the number adequately represented the characteristic (Sugiyono, 2022). The conceptual model in this study was tested and analyzed using Partial Least Squares (PLS) with the help of SmartPLS 4.0 software as the main analysis tool. PLS

was applied to test the validity and reliability of latent constructs through Confirmatory Factor Analysis (CFA), as well as to evaluate the structural model and examine the significance of relationships between variables (Ghozali & Latan, 2015). This method was chosen because of its ability to analyze complex relationships between latent variables and handle models with smaller sample sizes and non-normal data distributions.

RESULTS AND DISCUSSION

Data Quality Test Results

1. Outer Model

a. Convergent Validity

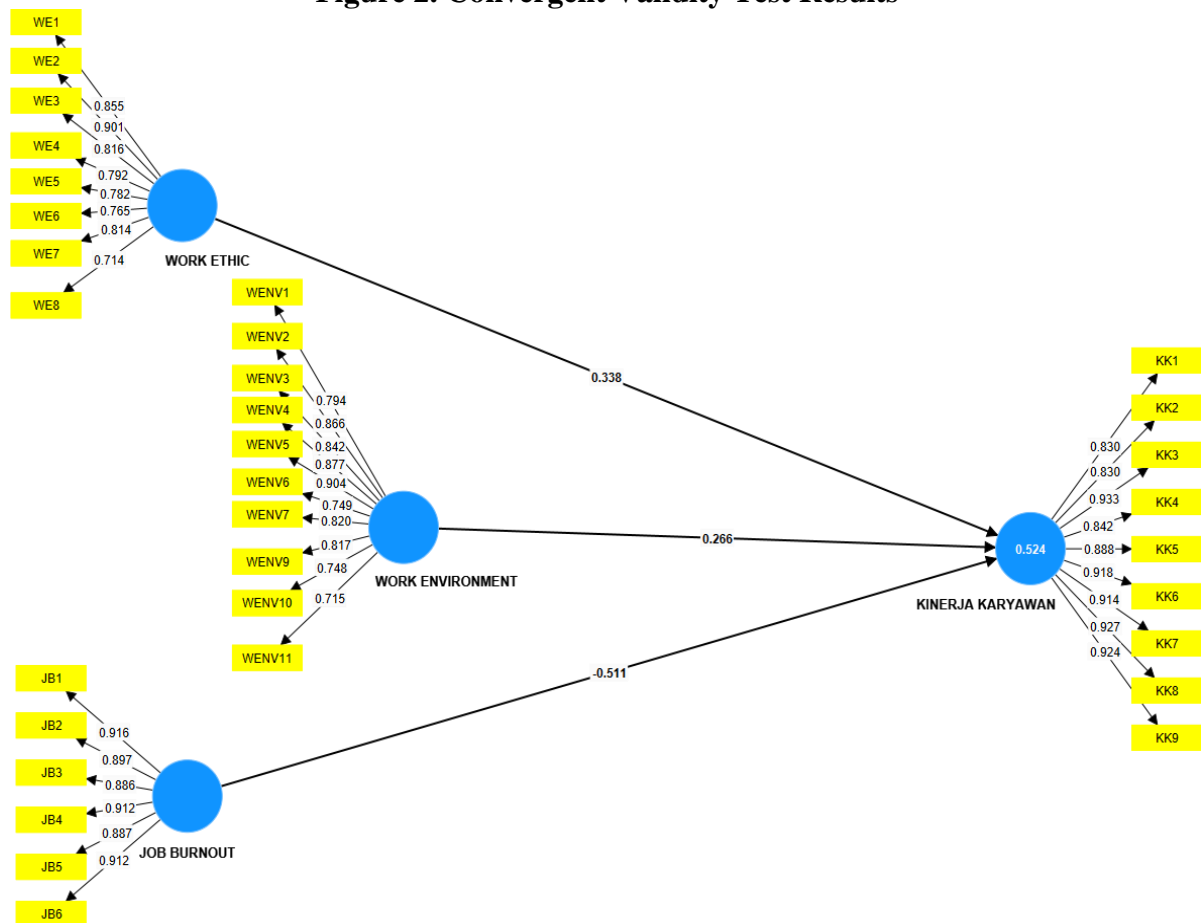
Convergent validity testing shows a high correlation between indicators of a construct. According to (Ghozali & Latan, 2015), the requirement for the loading factor value is that it must exceed 0.70 to be declared valid. In this study, a total of 38 indicators were used. However some indicators did not meet the validity criteria. Based on the table and figure below, indicators WE9,WE10,WE11,WE12, and WENV8 have a loading factor value below 0.70. These indicators were eliminated from the model, and recalculation was carried out to obtain more accurate measurement results. The following are the results of the convergent validity test in this study:

Table 2
Convergent Validity Test Results (Modified)

Variabel	Indikator	Outer Loading	Keterangan
<i>Work Ethic</i>	WE1	0,855	Valid
	WE2	0,901	Valid
	WE3	0,816	Valid
	WE4	0,792	Valid
	WE5	0,782	Valid
	WE6	0,765	Valid
	WE7	0,814	Valid
	WE8	0,714	Valid
<i>Work Environment</i>	WENV1	0,794	Valid
	WENV2	0,866	Valid
	WENV3	0,842	Valid
	WENV4	0,877	Valid
	WENV5	0,904	Valid
	WENV6	0,749	Valid
	WENV7	0,820	Valid
	WENV9	0,817	Valid
	WENV10	0,748	Valid
	WENV11	0,715	Valid
<i>Job Burnout</i>	JB1	0,916	Valid
	JB2	0,897	Valid
	JB3	0,886	Valid
	JB4	0,912	Valid
	JB5	0,887	Valid
	JB6	0,912	Valid
<i>Kinerja Karyawan</i>	KK1	0,830	Valid
	KK2	0,830	Valid
	KK3	0,933	Valid
	KK4	0,842	Valid
	KK5	0,888	Valid
	KK6	0,918	Valid
	KK7	0,914	Valid
	KK8	0,927	Valid
	KK9	0,924	Valid

Source: Output PLS,2025

Figure 2. Convergent Validity Test Results



Source: Output PLS, 2025

b. Discriminant Validity

Discriminant Validity testing is carried out to the test validity of a model. An indicator is declared valid if it has the highest loading factor for the intended construct compared to the loading factor value of other constructs (Ghozali & Latan, 2015). The following are the results of Discriminant Validity testing in this study.

Table 3. Fornell Larcker Criiterium Test Results

Indikator	<i>Job Burnout</i>	Kinerja Karyawan	<i>Work Ethic</i>	<i>Work Environment</i>
JB1	0,916	-0,552	-0,101	-0,127
JB2	0,897	-0,526	-0,155	-0,028
JB3	0,886	-0,537	-0,084	-0,055
JB4	0,912	-0,527	-0,156	-0,053
JB5	0,887	-0,349	-0,032	0,097
JB6	0,912	-0,461	-0,058	0,079
KK1	-0,440	0,830	0,481	0,272
KK2	-0,273	0,830	0,348	0,276
KK3	-0,608	0,933	0,310	0,276
KK4	-0,415	0,842	0,293	0,372
KK5	-0,574	0,888	0,482	0,201
KK6	-0,518	0,918	0,406	0,321
KK7	-0,419	0,914	0,408	0,391
KK8	-0,619	0,927	0,353	0,362
KK9	-0,500	0,924	0,454	0,265
WE1	-0,084	0,403	0,855	0,212
WE2	-0,112	0,524	0,901	0,223
WE3	-0,062	0,316	0,816	0,036
WE4	-0,048	0,299	0,792	0,085
WE5	0,014	0,224	0,782	0,083
WE6	-0,026	0,299	0,765	0,140
WE7	-0,168	0,351	0,814	0,174
WE8	-0,202	0,307	0,714	0,107
WENV1	-0,009	0,215	0,087	0,794
WENV2	-0,017	0,249	0,105	0,866
WENV3	0,034	0,199	0,019	0,842
WENV4	-0,024	0,385	0,216	0,877
WENV5	-0,037	0,374	0,145	0,904
WENV6	0,145	0,119	0,026	0,749
WENV7	0,073	0,079	0,076	0,820
WENV9	-0,122	0,371	0,297	0,817
WENV10	0,000	0,172	0,156	0,748
WENV11	-0,039	0,213	0,079	0,715

Source: Output PLS, 2025

Based on the table, it shows that the value of each variable produces a large cross loading value in making comparisons between the varriables in the statement used to represent them. Discriminant validity can also be tested through the Average Variance Extracted (AVE) value. The value of AVE must exceed 0.50 (Ghozali & Latan, 2015). In this study, all variables met this criterion indicating that they are relliable in measuring their respective constructs.

Furthermore, the square root of the AVE value for each construct is higherr than the correlation between constructs, thus meeting the Fornell Larcker Criiterium and deemed acceptable. This is reinforced by table below, which presents the results of the Fornell Larcker Criiterium in this study.

Table 4. Fornell Larcker Criiterium Tests Results

	<i>Job Burnout</i>	Kinerja Karyawan	<i>Work Environment</i>	<i>Work Ethic</i>
<i>Job Burnout</i>	0,902			
Kinerja Karyawan	-0,566	0,890		
<i>Work Environment</i>	-0,027	0,340	0,815	
<i>Work Ethic</i>	-0,113	0,443	0,177	0,807

Source: Output PLS, 2025

Another method of measuring discriminant validity is to use the Heterotrait-Monotrait Ratio Test (HTMT). According to (Hair et al., 2022), a good HTMT value is below 0.9. Based on the results of this study, it shows that each construct has a clear difference and has met the criteria, which is under 0.9.

c. Composite Reliability and Cronbach's Alpha

Reliability testing can be measured by two methods, namely Composite Reliability and Cronbach's Alpha.

Table 7. Reliability Test Results

Variable	Composite Reliability	Cronbach's Alpha	Description
Work Ethic	0,937	0,923	Reliable
Work Environment	0,952	0,945	Reliable
Job Burnout	0,963	0,954	Reliable
Employee Performance	0,972	0,967	Reliable

Source: Output PLS, 2025

Based on the data obtained, all variables in this study meet the criteria for Composite Reliability and Cronbach's Alpha, so they can be said to be reliable in their respective constructs.

2. Inner Model

The F-Square test is used to see the magnitude of the influence of each independent variable on the dependent variable in the model. According to (Ghozali & Latan, 2015), the effect size value (f^2) is divided into three categories: (0.02) small, (0.15) medium, and (0.35) large. Referring to this research, Job Burnout has an f^2 value of 0.542 which indicates a large effect size and is the dominant variable in influencing employee performance. Work Ethic has an f^2 value of 0.229 medium effect and Work Environment has an f^2 value of 0.144 small effect. R-Square (R^2) has three levels in the assessment, namely 0.75 which mean a strong model, 0.50 which means a medium model and 0.25 which has a weak category (Ghozali & Latan, 2015). Based on this study, the R-Square value of 0.524 indicates that the performance model is in the medium category. This means that the Work ethic, Work Environment and Job Burnout variables can interpret the employee performance by 52.4%.

Q-Square (Q^2) is used to see the model has predictive ability or predictive-relevance (Q^2). A model can be said to be predictive relevant if the Q-Square value is greater than 0 (Ghozali & Latan, 2015). Referring this study, the model is declared feasible and has predictive relevance. Also, Standardised Root Mean Square Residual (SRMR) testing is used to assess model fit, where the model is declared suitable if the SRMR values is less than 0.08 (Yamin, 2023). Referring to this study, the SRMR value of 0.091 indicates that the structural model built has a good level of fit.

Hypothesis Test Results (Bootstrapping)

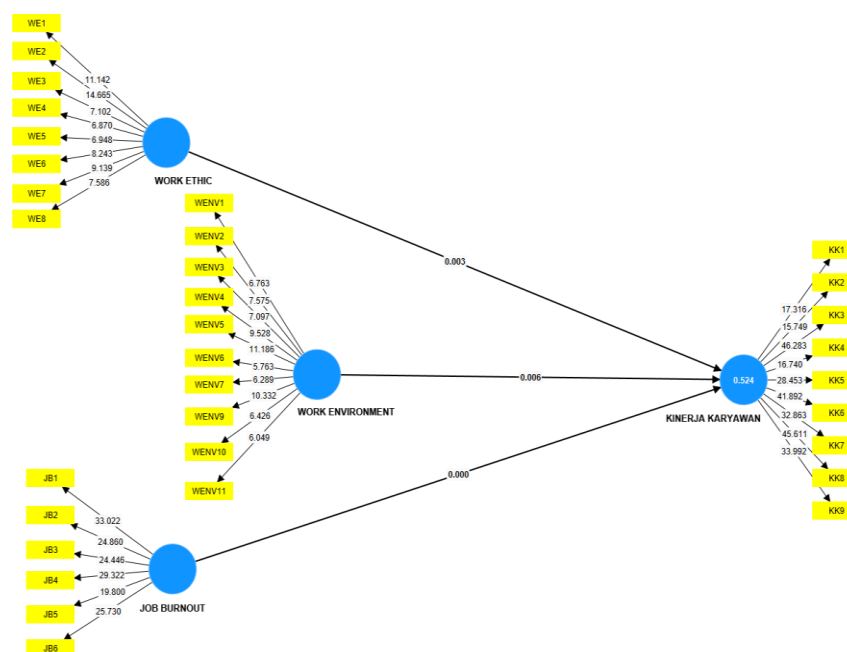
Hypothesis testing is used to assess the significance of the formative model. A relationship is considered significant if the t-value >1.96 and p-value <0.05 (Ghozali, 2020). The bootstrapping test results in this study are as follows:

Table 12. Hypothesis Test Results

Variable	Original Sample	Standard Deviation	T Statistic	P Values	Description
Work Ethic => Employee Performance	0,338	0,113	2,997	0,003	Positive Significant
Work Environment => Kinerja Karyawan	0,226	0,097	2,746	0,006	Positive Significant
Job Burnout => Kinerja Karyawan	-0,511	0,110	4,652	0,000	Negative Significant

Source: Output PLS, 2025

Figure 4. Bootstrapping Test Results



Source: Output PLS, 2025

DISCUSSION

1. The Influence of Work Ethic on Employee Performance

Based on the results of hypothesis testing, the t-statistic value is 2.997, the original sample is 0.338 and the p-value is 0.003. Because the t-statistic value is greater than 1.96 and the p-value is less than 0.05, the Work has a positive and significant effect on employee performance. Therefore, the first hypothesis or H1, which states that Work Ethic has a positive and significant effect, is accepted.

These results indicate that non-medical employees at Hospital X, Jakarta have a high work ethic, demonstrated through commitment, hard work and responsibility in carrying out administrative tasks. A clear division of tasks encourages discipline, honesty, and work enthusiasm which has an impact on work improvement.

This finding is in line with research by Arifin et., (2022) and Hardiantini et al., (2024) which concluded that work ethic has a positive and significant effect on employee performance.

2. The Influence of Work Environment on Employee Performance

Based on the results of hypothesis testing, the t-statistic value >1.96 and p-value <0.05 , the Work Environment has a positive and significant effect on employee performance. Then, the second hypothesis or H2, which says that Work Environment has a positive and significant effect, is accepted.

Non-medical employees at Hospital X, Jakarta feel safe and comfortable work environment, both physically such as a clean workspace and adequate facilities, and non-physically through good working relationships with superiors and colleagues. Effective communication and a work atmosphere that supports work enthusiasm and performance improvement.

These results are supported by research by Damayanti et al., (2024) and Azwina & Lestari (2024) which shows that a conducive work environment has a positive and significant effect on improving employee performance.

3. The Influence of Job Burnout on Employee Performance

Based on the results of hypothesis testing, the t-statistic value is 4.652, the original sample is -0.511, and the p-value is 0.000. Because the t-statistic value >1.96 and p-value <0.05 , Job Burnout has a negative and significant effect on Employee Performance. This means the third hypothesis or H3, which says that Job Burnout has a negative and significant effect, is accepted.

Non-medical employees at Hospital X, Jakarta who experience high levels of job burnout show a decrease in focus, ineffectiveness in completing tasks, to the emergence of cynical attitudes and conflicts with colleagues. This condition has a negative impact on employee performance. This finding is reinforced by research by Idrus et al., (2024) and Romdhon & Putro (2024) which states that Job Burnout has a negative and significant effect on Employee Performance.

CONCLUSION

Conclusions

Based on the research results, the following are the conclusions contained in this study.

1. Based on the research results, it is known that work ethic has a positive and significant effect on employee performance. The higher the work ethic owned by employees, the higher the resulting performance.
2. Based on the research results that work environment has a positive and significant effect on employee performance. The better the work environment felt by employees, the higher the resulting employee performance.
3. Based on the results of research that Job Burnout has a negative and significant effect on employee performance. The higher the level of job burnout felt by employees, the lower the level of performance shown.

Suggestion

Based on the above conclusions, there are several suggestions that can be taken into consideration for Hospital X, Jakarta for non-medical employees and for further researchers, among other:

1. Practical Suggestion

Based on the bootstrapping test results, the WE4 indicator has the lowest value, indicating a problem with punctuality of some non-medical employees. It is recommended that Hospital X, Jakarta implement stricter disciplinary regulations through digital attendance, sanctions and rewards, and regular training on discipline. The WENV6 indicator indicates

limited access to hygiene supplies, so it is suggested that Hospital X, Jakarta improve the availability of light supplies such as hand sanitiser, tissues, and trash bins in administrative areas. Indicator JB5 shows a decrease in feelings of work achievement due to sudden tasks with short deadlines, so it is recommended that Hospital X, Jakarta improve work planning, divide tasks in a structured manner, set appropriate deadlines and give appreciation for work results. Meanwhile, indicator KK2 indicates low accuracy in completing tasks due to sudden task assignments, short deadlines, and lack of guidance. For that reason, it is recommended that Hospital X, Jakarta provide clear work guidelines, structure time management and conduct regular performance evaluations.

2. Academic Suggestions

This research has limitations, as the R-Square test results show that Work Ethic, Work Environment and Job Burnout influence employee performance by 52.4%, while 47.6% is influenced by other factors outside the model. So, it's recommended that future researchers expand the scope of the study, expand the samples size, use the latest theories, and consider other variables like leadership style, self-efficacy and organisational communication when looking at employee performance in healthcare sector.

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