

## **The Influence Of Burnout And The Non-Physical Work Environment On Employee Performance At PT Saudara Buana Samudera Medan**

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### **ABSTRACT**

This study aims to examine the impact of burnout and a non-physical work environment on employee performance at PT Saudara Buana Samudera Medan. 150 respondents from various departments in the organization participated in the quantitative approach survey technique. We analyzed the collected data using multiple linear regression to examine the relationship between the independent variables (burnout and non-physical work environment) and the dependent variable (employee performance). The results showed that burnout has a significant negative impact on employee performance. Employees who experience high levels of burnout tend to show decreased productivity, a lack of motivation, and lower engagement in their work tasks. In contrast, a conducive non-physical work environment, such as strong social support, flexibility, and a comfortable working atmosphere, contributes positively to improving employee performance. A positive non-physical work environment can create conditions that allow employees to work more effectively, increase job satisfaction, and motivate them to achieve better results. Based on these findings, this study suggests that company management focus on efforts to reduce burnout, such as employee welfare programs, stress management, and workload adjustments. Furthermore, we highly recommend enhancing the non-physical work environment by implementing policies that promote work-life balance and foster positive interactions among coworkers. Thus, companies can improve overall employee performance, which in turn will have a positive impact on the company's productivity and sustainability. This study provides important insights for human resource management in organizations to create a healthier and more productive work environment.

Keywords: Burnout, Environment Work, Performance

## INTRODUCTION

The crucial factor of employee performance cannot be disregarded in any company's business plan (Wijaya, 2024). Maximizing employee performance is crucial for attaining the company's strategic objectives, including enhancing productivity, service quality, and market competitiveness (Susanto, 2020). In a dynamic and fiercely competitive business landscape, firms are not only obligated to sustain exceptional performance, but also to constantly seek methods to enhance the efficiency and effectiveness of their employees (Wijaya, 2023). Exemplary staff performance empowers firms to effectively handle diverse business obstacles, promptly adapt to market fluctuations, and capitalize on emerging possibilities (Theng et al., 2021). Hence, in order to maintain their relevance and superiority in the face of intensifying competition, companies must prioritize sustainable performance management strategies (Tanady et al., 2024). This entails not only motivating employees to perform at their best, but also providing them with sufficient resources and conducive work environments to achieve optimal outcomes (Nasib, 2020).

PT Saudara Buana Samudera Medan, a company operating in the logistics and distribution industries, is in the forefront of tackling intricate and ever-changing operational obstacles. As a corporation that prioritizes operational efficiency, employees are experiencing an escalating work strain, particularly in fulfilling the rising needs of customers and navigating strong competition. In this scenario, it is imperative for management to guarantee that all employees are able to maintain maximum productivity despite the growing burden of tasks.

Workplace burnout, often known as job weariness, has become a prevalent occurrence in contemporary work settings (Kim, 2021). Burnout not only detrimentally impacts employees' physical and emotional well-being, but it also directly hampers their work performance (Lemonaki, 2021). Uncontrolled and extended periods of stress commonly provoke burnout in workers, leading to emotional fatigue, detachment from work, and a reduced feeling of personal achievement (Quesada-Puga et al., 2024). Burnout in employees is associated with less motivation, diminished excitement for work, and a decline in both the quality and amount of work produced. If left unattended, this situation might lead to a deterioration in the overall functioning of the firm (Rasdi, 2021).

Nevertheless, in PT Saudara Buana Samudera Medan, enduring stress can lead to exhaustion, negatively impacting the emotional and physical health of staff and eventually diminishing their productivity. Conversely, the intangible work setting, including factors like social connections, management assistance, and overall organizational atmosphere, also profoundly influences employee drive and productivity. An unsupportive atmosphere can intensify the impact of burnout, whereas a pleasant and supportive environment can assist employees in coping with stress and sustaining optimal performance.

Conversely, the intangible work environment also has a significant impact on employee performance. The intangible work environment encompasses several facets, including the organizational climate, employee interactions, managerial support, and work culture. A workplace that is encouraging and supportive has the ability to enhance the psychological well-being of employees and also motivate them to actively participate

and contribute at their highest potential. Conversely, a work atmosphere that lacks assistance, is rife with conflict, and lacking social support can elevate stress and burnout levels, consequently impeding employee performance.

PT Saudara Buana Samudera Medan relies greatly on the efficacy and efficiency of its workers to carry out complicated operational tasks as a logistics and distribution organization. The physical work environment, encompassing factors such as spatial arrangement, illumination, temperature, hygiene, and auxiliary amenities, exerts a direct influence on employee well-being, health, and efficiency.

A substandard physical work environment can lead to a range of issues, including fatigue, stress, and potentially chronic health concerns, all of which can eventually diminish employee performance (Anasi, 2020). For instance, inadequate illumination might lead to ocular strain and weariness, whilst an unpleasant ambient temperature can impede focus and diminish efficiency (Qui, 2022). Moreover, workstation arrangements that are not efficient can impede the flow of work and heighten the likelihood of accidents, particularly in logistics and distribution settings (Duan & Wu, 2024).

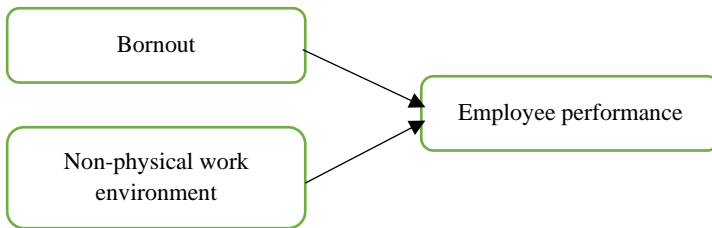
On the other hand, a well planned physical work environment has the potential to enhance employee comfort and well-being (Lin et al., 2021). Consequently, this can lead to heightened employee engagement and improved performance. For instance, optimal illumination, a pleasant ambient temperature, and sufficient amenities might enhance employees' ability to concentrate and do tasks with more efficiency (Chen, 2022). An orderly and well arranged workspace may also foster a favorable work environment, which is crucial for sustaining staff morale and productivity (Astika et al., 2022).

We expect that this study will provide substantial contributions in both theory and practice. This study aims to contribute to the existing literature on the determinants of employee performance, specifically within the logistics business in Indonesia. It is expected that the findings of this study will offer valuable insights for PT Saudara Buana Samudera Medan's management in formulating methods to mitigate burnout and foster a more nurturing work atmosphere, hence enhancing employee performance.

This research intends to examine the impact of burnout and the non-physical work environment on employee performance at PT Saudara Buana Samudera Medan, taking into account the aforementioned background. By gaining a more profound comprehension of the correlation between these two factors, organizations may implement suitable measures to uphold employee well-being and guarantee that personnel can make optimal contributions towards accomplishing corporate objectives.

### **Theoretical Framework**

The theoretical framework in this research is as follows:



**Figure 1. Theoretical Framework**

## Hypothesis

Based on the description of the background of the problem and the results of the literature review, the hypothesis in this research is:

- H1: Burnout directly has a positive effect on employee performance at PT Saudara Buana Samudera Medan
- H2: The non-physical work environment directly has a positive effect on employee performance at PT Saudara Buana Samudera Medan

## RESEARCH METHODS

This research uses a quantitative approach, which aims to measure and analyze the relationship between burnout variables, non-physical work environment, and employee performance. This approach was chosen because it allows objective measurement and hypothesis testing through statistical analysis. This research uses a survey method to collect data. The survey was carried out by distributing questionnaires to employees of PT Saudara Buana Samudera Medan. The questionnaire used consists of questions designed to measure the level of burnout, perceptions of the non-physical work environment, and employee performance levels. The population in this research is all employees of PT Saudara Buana Samudera Medan. The research sample was taken randomly from various divisions within the company, with a total of 150 respondents. Sample selection was carried out to ensure that the data obtained reflected actual conditions throughout the company. Data was collected by distributing questionnaires directly to respondents. Respondents were given time to fill out the questionnaire according to employee perceptions and experiences. The collected data is then processed and analyzed to evaluate the research hypothesis. The collected data was analyzed using multiple linear regression to test the influence of the independent variables (burnout and non-physical work environment) on the dependent variable (employee performance).

1. Burnout is a condition of physical, emotional, and mental exhaustion caused by prolonged and intense work stress, which is measured through the following indicators:
  - a. Emotional exhaustion
  - b. Depersonalization
  - c. Declining self-achievement
  - d. Physical exhaustion
  - e. Prolonged work stress
  - f. Withdrawing from work duties

2. Non-Physical Work Environment is the intangible aspects of the work environment that affect the psychological and social conditions of employees, measured through the following indicators:
  - a. Social support
  - b. Work flexibility
  - c. Working atmosphere
  - d. Employee relations
  - e. Organizational culture
  - f. Self development opportunities
3. Employee Performance is the level of employee effectiveness and efficiency in carrying out job duties and responsibilities, which is measured through the following indicators:
  - a. Productivity
  - b. Quality of work
  - c. Efficiency
  - d. Punctuality
  - e. Initiative
  - f. Teamwork
  - g. Commitment to work

This regression analysis allows researchers to understand the extent to which each independent variable contributes to variations in employee performance. Validity and reliability tests were also carried out to ensure that the instruments used had a high level of reliability.

## RESULTS

### Evaluation of Measurement Models

**Table 1. Measures of convergent validity and internal consistency reliability**

Latent Variables	Indicators	Loadings
<b>Burnout (BT)</b>	I feel tired and drained after work	0.729
	I felt deep exhaustion and couldn't handle the stress of work	0.747
	I feel emotionally exhausted and don't have the energy to interact with other people	0.743
	I don't feel emotionally connected to colleagues or clients	0.729
	I often feel that I cannot empathize or understand other people at work	0.736

	I feel anxious or frustrated about interactions with other people at work	0.773
	I feel unsuccessful or ineffective in my work	0.737
	I feel less valuable or unimportant at work	0.721
	I feel that my efforts at work are not producing satisfactory results	0.725
<b>Non-Physical Work Environment (LF)</b>	I feel comfortable working with my colleagues	0.810
	There is a sense of mutual support and good cooperation between team members	0.829
	My boss provides sufficient support when I face problems at work	0.769
	Information regarding duties and responsibilities is conveyed clearly by management	0.753
	Employees are given the opportunity to be involved in decisions that affect the employee's work	0.711
	The company has values that align with my goals and expectations	0.829
	The work environment encourages a sense of togetherness and cooperation among employees	0.750
	The company supports work time flexibility to help balance work and personal life	0.836
<b>Employee Performance (EN)</b>	The amount of output produced by employees in a certain period is compared with the set target	0.854
	Frequency and timeliness of task or project completion	0.910

	The level of accuracy and thoroughness in completing work or tasks	0.815
	Compliance with established quality standards and procedures	0.859
	The number of new or innovative ideas submitted by employees to improve processes or products	0.828
	Involvement in additional projects or tasks that exceed standard responsibilities	0.923
	Assessment from customers or clients regarding the services or products provided by employees	0.846
	Level of compliance with company rules, procedures and policies	0.912
	Ability to complete work with optimal use of resources	0.957

All indicators in the model have a score higher than 0.7, as seen in Table 1. Thus, it can be asserted that indicators are dependable for examining variable research. Therefore, we can employ these indicators for further investigation.

### Construct Reliability and Average Variance Extracted (AVE)

The results of data processing show that :

**Table 2. Average Variance Extracted (AVE)**

Variable	Average Variance Extracted (AVE)
Burnout	0.957
Non-Physical Work Environment	0.813
Employee performance	0.896

Source: Data obtained by researchers (2024)

Table 2 presents data that shows all AVE values above 0.5. This indicates that the AVE has fulfilled the criteria for validity. The table above demonstrates that the mean value surpasses 0.5. Given that the composite reliability value surpasses 0.7, it can be inferred that the indicators employed in this study are efficacious in assessing the intended variables.

## Hypothesis Test Results

**Table 3. Direct Effect / Patch Coefficient**

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	Statistics (IO/STDEV)	<i>P</i> Values	<i>Information</i>
Burnout - > Employee performance	0.247	0.318	0.081	-1,581	0.617	Not Significant
Environment Work Non Physical -> Employee Performance	0.258	0.348	0.043	2,813	0.001	Significant

### The Effect of Burnout on Employee Performance

The regression analysis reveals that burnout exerts a substantial detrimental impact on employee performance. The negative regression coefficient signifies that for each increment in burnout degree, there is a corresponding decline in employee performance. The findings of this research suggest that it is crucial for the management of PT Saudara Buana Samudera Medan to address burnout issues in a proactive manner. Minimizing an overwhelming amount of labor is an essential initial action. Management must ensure that the distribution of employee effort is equitable and not overly burdensome, while also allowing sufficient time for relaxation and recuperation. Implementing this strategy can mitigate the likelihood of experiencing burnout while also enhancing productivity and work satisfaction. Offering efficient emotional assistance is crucial in aiding employees in overcoming stress and burnout. Utilizing counseling programs or emotional support sessions might serve as an effective means for employees to openly discuss their issues and identify suitable resolutions. Incorporating a wellness program that promotes the emotional and physical well-being of employees is also a strategic measure. These programs encompass a range of activities, including sports, mental health courses, and work-life balance initiatives, all aimed at enhancing the overall well-being of employees.

The findings of this study are consistent with other research, which asserts that burnout has a direct detrimental impact on the quality and outcomes of employees' work (Chan, 2021). Employees who suffer from burnout may have challenges in their ability to engage in creative thinking or generate novel ideas (Leitão, 2021). Burnout can lead to a heightened emphasis on repetitive chores and a diminished enthusiasm for exploring novel strategies or innovative solutions. Employees who suffer from burnout frequently report a sense of disconnection from the organization's objectives or a lack of recognition (Aldoghan, 2022). This might diminish employee dedication to their work and the business, as well as their drive to perform at their highest potential (Romano, 2020). Experiencing burnout can exacerbate social interactions and elevate the likelihood of workplace conflict. Employees who are suffering from emotional weariness may exhibit increased irritability and less patience, leading to potential conflicts with colleagues or supervisors (Babb, 2021). Burnout has the potential to exacerbate or precipitate more severe mental health conditions, such as depression or anxiety. Employee performance can be greatly impacted by mental health impairments (Zhou, 2020).



## **The Influence of the Non-Physical Work Environment on Employee Performance**

The research findings indicate that the intangible work environment has a noteworthy influence on the performance of employees at PT Saudara Buana Samudera Medan. These findings highlight the significance of managerial support, corporate culture, interpersonal interactions, and recognition and appreciation in enhancing employee performance. Efficient management assistance facilitates the establishment of a conducive and inspiring work environment, while a favorable organizational culture fosters a work climate that encourages cooperation and creativity. Developing harmonious interpersonal connections and acknowledging and valuing employee accomplishments are additional factors that contribute to enhancing job passion and motivation. The results of this study align with other studies, indicating that the intangible work environment significantly influences employee performance (Nasib, 2019)(Sari et al., 2023)(Minet et al., 2024). Effective leadership and a supportive work culture are essential for establishing a favorable work environment (Martin, 2018)(Gaspar et al., 2024). Efficient leadership have the capability to inspire and direct personnel, while a favorable work culture aids in constructing a pleasant and fruitful work environment (Novirsari et al., 2022)(Lee & Lee, 2023). Offering training and opportunity for skills development is a very valued investment for any firm (Nasib & Amalia, 2018)(Iis, 2022). By offering employees access to training programs and development courses, firms not only help individuals enhance their knowledge and abilities, but also support their professional growth (Y. Lubis et al., 2023)(Mujiati, 2022). Efficient training facilitates the acquisition of novel techniques, the refinement of existing abilities, and the comprehension of current trends within the employee's own industry (Tanady et al., 2024)(Setyanti, 2022). Through ongoing professional development, individuals may enhance their expertise, leading to improved job quality (F. R. A. Lubis et al., 2023)(Herliana, 2023).

## **CONCLUSION**

The hypothesis testing demonstrates a substantial adverse effect of burnout on staff performance at PT Saudara Buana Samudera Medan. Burnout in employees is characterized by reduced motivation, emotional weariness, and distorted self-perception of work, leading to a decline in employee performance. The intangible aspects of the work environment, including the organizational culture, interpersonal connections, social support, recognition, and leadership style, have a favorable influence on the performance of employees at PT Saudara Buana Samudera Medan. An affirming and optimistic work atmosphere has the potential to mitigate the adverse effects of burnout and enhance employee productivity.

Meanwhile, our research suggests that PT Saudara Buana Samudera Medan's management should regularly assess and modify the workload to prevent excessive job accumulation and guarantee that staff have sufficient resources to finish their work. Next, provide employees career development chances and relevant training to improve their abilities and boost their level of involvement in their job.

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